



KING INFORMATION SYSTEMS, INC.

Main Office: 3 Edgewater Drive • Norwood, MA 02062 • Tel (781) 762-6477 • Fax (781) 769-1236
Branch Office: 2701 Boston Road • Wilbraham, MA 01095 • Tel (413) 599-1377

August 30, 2018

Town of Billerica
365 Boston Rd.
Billerica, MA 01821

Attn: Clancy Main

Dear Clancy:

Attached you will find our report on Records Management with regard to your active and archival records. As outlined in our original proposal, we have included a *comprehensive* records inventory, an analysis of the files and space, and some specific recommendations and suggestions. Wherever possible, we have included options that are viable, and where pertinent, price quotations and/or estimates.

We want to express our appreciation to *all* the people who were so helpful to us, showed us around, answered our questions, and patiently cooperated in every way.

The appended report requires a series of decisions on your part. It may be necessary for oral discussions to precede these decisions, and we will be available for whatever time is needed to respond to your questions. It should be pointed out that our suggestions are based on the best information that was available at the time. If conditions do change, we are always pleased to be informed and to update or change any of our recommendations.

We look forward to being of service to you, during and after the implementation of our suggestions.

Very truly yours,
KING INFORMATION SYSTEMS, INC.

Patricia M. Tighe
President

PMT/set
Attachments

TABLE OF CONTENTS

Preface	1
General Recommendations	3
Building Department	9
Recommendations	23
Board of Health Department	29
Recommendations	39
Engineering Department	45
Recommendations	50
Planning Department	53
Recommendations	57
Conservation Department	61
Recommendations	68
ZBA Department	73
Recommendations	77
Town Clerk's Office	78
Recommendations	86
Selectmen's Office	90
Recommendations	94
Town Manager's Office	97
Recommendations	101

Treasurer's Office	107
Recommendations	111
Tax Collector's Office	114
Recommendations	117
Assessor's Office	118
Recommendations	122
Accounting Department	125
Recommendations	129
Veterans Department	131
Recommendations	133
Cemetery Department	134
Recommendations	136
Recreation Department	137
Recommendations	142
Archives	145
Recommendations	184
Records Center	194
Summary	195

PREFACE

Our report is segmented into irreducible installments for a very simple reason: it is easier to deal with records on a departmental basis. On the other hand, there is need for an overview because of space planning considerations. For this reason, our recommendations are made in two separate ways. In the case of a "local" or "minor" matter, the recommendations are simply noted right along with the records inventory. Where an entire system or records series is involved, a separate section of this report, properly headed, is used.

To assist you in following and understanding our report, we have used a number-letter system for filing equipment. In each department or location, the files are numbered, drawers or compartments within a file are assigned letters. Thus, a four-drawer filing cabinet becomes "number 1", the top drawer is "1A", the second drawer is "1B", and so on.

It should be pointed out that, in the interest of conserving time and saving money, we have avoided the compilation of a records inventory for those items that should be re-handled anyway. For example, it makes little or no sense to go through *all* of the archival storage boxes during the paid analysis or survey phase. Since our recommendation is going to include re-boxing, an index system, and literal "one-by-one" handling of each box, a by-product to be gained from accepting our recommendation will be a detailed and *easily* updated inventory of stored records.

Additionally, it should be noted that many small suggestions can best be

handled on an oral basis and need not be in this report. Such recommendations have been made and will continue to be made during the implementation phase of the records reorganization project.

Many of our suggestions are primarily "human-related". By that expression we mean to convey the message that constant attention and policing are necessary to maintain any improvements that are made. ***A system is only as good as the people who maintain it!***

GENERAL RECOMMENDATIONS

We want to begin by saying that you do **not** have any insurmountable problems. Right now, your problems fall more into the categories of "housecleaning" and "getting organized"! AND, **if done properly**, you should greatly reduce the amount of time currently spent accessing the files, *as well as* "free up" some of the space now consumed by those files.

Recommendations that pertain to *several* different areas are outlined in this section, and to avoid redundancy, they will be referred to by number throughout this report.

1. "Hanging Folders" - Wherever possible, we urge the elimination of hanging or suspended folders. Such folders are simply **too** expensive and take up **too** much space! In fact, if all of the *paper* were removed from a drawer full of hanging folders, **the drawer would still be 40% full!!**

In addition to the cost and space problems, hanging folders are "cumbersome", difficult to transfer and, if removed from the file, they cause *scratches* and "mars" on desks and other furniture. Finally, the use of hanging folders forces you to buy filing cabinets that are equipped with special frames, thereby increasing the cost of each vertical or lateral file cabinet!

Happily, there are ways to accomplish the *same* neatness that is provided by hanging folders! Use of *sturdy* folder stock, folders with *vertical grain*, and *file organizers* are some of the alternatives - all covered in this report!!

2. File Organizers - A brochure is enclosed that illustrates this *ingenious* device, and we have *also* brought along a sample for you! Folders are kept neat -

no "slouching", ***no*** "slumping", ***no*** "sliding"!! An organizer should be placed in *each and every* drawer!!!

3. Purging – Simply put, ***you need to do some!*** "Old" information *and* "duplicated" information should be purged from *many* of the various files. Many legal battles have been lost over a *poor* choice of words in a document that was not even necessary to keep! Whether an organization is big or small, it is *imperative* that all records flow smoothly through three steps on a planned time schedule:

A. A period of active use - when references are frequent and immediate access is important. During this period, records remain in the office or close to the users.

B. A period of storage - during which the records are retained for occasional reference and/or for legal reasons. Any records scheduled for permanent retention, of course, will either remain in the storage area *or* be microfilmed.

C. Destruction - after records have served their full purpose and are no longer needed.

If records are not maintained according to the preceding, the organization will be faced with one *or* more of the following problems:

- an unmanageable "tangle" of papers within the files
- *wasted* clerical effort searching for information
- loss of important operating information
- extravagant use of high cost office space *and* equipment
- possible loss of key information in defending your organization against legal actions *or* governmental inquiries

Any of the above sound familiar?!

At the risk of sounding like common "scolds", we must point out that ***much*** of your file space could be reclaimed by simply ***purging old, irrelevant, and useless*** documents, which can either be destroyed immediately *or* at least transferred to the archives, thus "freeing up" space and making the files more manageable.

4. Color-Coding - Color-coding is the assignment of color to a number, letter, *or* particular item that shows meaning. In filing, assignment of a color for each number 0 through 9, *or* for each letter A through Z, aids in filing and retrieval of all types of hard copy files. By putting these colors (letters, numbers, designators) in a *particular* position on a file folder, a "color/block" pattern is formed. When these patterns of color are broken, a "misfile" has occurred!

In retrieving a file, color recognition *speeds* "look-up" time, and it *also* saves pre-sorting time *as well as* facilitates "re-filing". In fact, color-coded filing *reduces* filing and retrieval time up to 50% when it is correctly applied! "Misfiles" are virtually *non-existent* because of the ease of spotting a file when it is out of order. ***AND***, the "good news" is that memorization of colors is ***not*** even necessary; the color works as a "flag", which identifies position or meaning in a file sequence. A good color-coded filing system *can* work for several of your files, and in most cases, pays for itself in less than a year due to the time saved in filing and retrieval with *no* "misfiles"!

5. Subject Filing – This system is one of the most interesting filing systems, but perhaps the least understood. With a subject file, the names of individuals, firms, or locations are ***not*** the determining factors; the filing "key" is the subject matter about which the papers pertain. The topic that is covered in the documents is the all important "key" to subject filing, *regardless* of the person or place involved, although a cross-reference is often advisable.

The importance of retrieval knowledge is certainly as great when using subject indexing as in any other type of filing. To understand how material will be requested requires a *thorough* guidance from someone who is completely familiar with your operation.

Certain steps need to be taken in the establishment of a good subject file:

1. Handle each piece of paper individually.
2. Determine the subject. Be specific.
3. Underline the subject.
4. Create categories before filing.
 - Create subdivisions.
5. Prepare index guides, 25-point pressboard, 1/5 cut black metal top tabs
 - Guides with tabs in the #1 position for main alpha headings.
 - Guides with tabs in the #2 position for sub-headings that have *more than* five folders.
6. Prepare individual folders.
 - A "miscellaneous" folder should be created for each letter of the alphabet. Folders will be green 11-point with fifth cut top tabs, center position *only*.
 - An individual folder should *only* be created when **five pieces of paper** have accumulated for one topic. Folders will be kraft 11-point with two-fifths cut top tabs right position/reinforced back flap.
7. Prepare *color-coded* subject folder labels and affix to folders.

A label is printed for each of the 26 letters of the alphabet.

Alphabetic character and a color code bar across the top of the label are both printed in the same ink color. For letters A-M, the color bar is to the *top right* of the label; for letters N-Z, the color bar is to the *top left*, as the 13 colors used for A-M are repeated for N-Z.

8. File all material alphabetically by *specific* heading.

The recipient of each piece of mail, letter, report, or memo is responsible for underlining the subject for filing purposes. However, if you are the author, you're *obviously* responsible for indicating the subject under which it is to be filed!

The person designated for doing the filing should then file alphabetically, taking care to operate within existing captions. For example, an index guide #1 position might say "Licenses", #2 position might say "Alcohol", folders might say "Angie's Restaurant", and so on. Another index guide #1 position might say "Chapter 40B", #2 position might say Project Files, and folders might say "Gale Rd.", and so on. A little practice will *greatly* improve the skills of true subject filing!

6. "Charge-Out" System - The successful operation of *any* filing system, big or small, is dependent upon the proper use of a **charge-out system**. Lack of control over the removal of files throughout the areas that we reviewed *is* a problem! *****Rank cannot have privileges. Deviations should not be made, no matter who requests the material *or* for how long. If it leaves the file, it *has* to follow charge-out procedures".

Either top or end tab "OUT" guides should be ordered "as needed" with the letters *OUT* appearing on the outer edge of the guide, *clearly visible*, thereby expediting the return of the folders to the file - and in the right place! The purpose of the

****File Management & Information Retrieval Systems*", Suzanne L. Gill, 1981

guides is not only to tell you "who" has a folder but, they *also* facilitate file reference and "re-filing", *as well as* help to eliminate "misfiling" - ***their use simply needs to be enforced!!***

7. Index Guides – The purpose of index guides is to *reduce* the amount of time involved in making references to the file. AND, they *also* help to *reduce* "mis-filing"!

BUILDING DEPARTMENT

There is a total of 901 streets in town, which represent approximately 14,252 addresses. A "general" folder is often created for each street, which holds information pertaining to multiple properties – this folder precedes each street file. An individual folder is *initially* created for each and every address with additional files added "as needed" due to bulk of documentation (***very often the case!***). The *majority* of these files is arranged in **one** big A-Z street file with **no** color-coding added with **LOTS** of "overflow" files arranged separately – not in straight A-Z order!

Documentation is set up in a combination of letter size expansion pockets and manila folders. The **residential** property files are set up in assorted manila expansion *pockets* with smaller files set up in assorted manila folders/*few* green and yellow:

- 1 ¾ inch expansion pocket, "cut down" front flap/center thumb cut, straight edge
- Smead 2 inch expansion pocket, "cut down" front flap/center thumb cut, reinforced back flap, straight edge
- assorted style manila folders, 2nd/3rd cut assorted undercut top tabs (***really "battered"!***), *some* straight edge, many with manually-installed fastener #1 position, reinforced back flap

The majority of **commercial** property files is set up in a wide assortment of redrope expansion *pockets* (Smead/Quill/Wilson Jones/Universal...), all with a "cut down" front flap unless otherwise noted. AND, *many* of these pockets are simply "torn and battered"! Expansions range from 1 ¾ inch, 3 ½ inch, 5 inch, 5 ¼ inch,

and 7 inch!! AND, *some* of the pockets have a right end tab. In some cases, manila folders have also been used *within* the pockets.

Most of the residential pockets and folders have a street address either *handwritten* right along the center of the back flap or on the tab, or assorted white labels are used on *some* of the files, which reference neatly printed address. Older folders *also* reference permit number on the tab, and *many* of the folders have *handwritten* information right on the front (names, lot #'s...). Address indexing on the commercial pockets is simply *handwritten* "sideways" right on the side of the pocket – *over the "expansion"*!

The vast majority of material within the pockets/folders is *loosely* filed, "more or less" in chronological order. A sampling of the documentation revealed the following, all letter size except for plans and unless otherwise noted:

- correspondence
- "lots" of *folded* maps/plans
- building permits/applications ("older" legal size/2-sided, multiple pages)
- copies of ID's/installation service contracts (multiple pages)/plot plans/permits/license applications & certificates
- occupancy permits/applications (legal size)
- BOA hearing documents/copies of decisions (multiple pages)
- project info sheets
- applications for home occupation
- project detail reports (11x8 ½)
- certificates of compliance
- letters of intent

- workers comp insurance affidavits/copies of certificates
- sign permits (multiple pages)
- violation notices/complaint detail reports
- certificates of granting variance/special permits (multiple pages)
- letters of transmittal
- lots of wire bound reports (studies, etc.)
- structural calcs
- construction control affidavits
- photos
- special/variance applications
- etc.

There is no "average" documentation count, ranges from few as eight to high of 550 and more **plus** "lots" of folded plans! Material includes "**tons**" of staples/paper clips/binder clips/rubber bands, and so on AND, there are *also* many attachments to documents ("sticky notes", mail receipts...). Index guides are not installed (*except for "two" lone guides at the beginning of the file!*), and there is **no** "charge-out" system in place. AND, none of the following records have been duplicated on microfilm **nor** have they been scanned/indexed.

Purging documents from *within* pockets/folders is generally not done, but some files have been transferred to the building department storage room in order to free up some much needed space (referred to later in the Archives inventory).

The active building department files are located in a separate room right off the department. **AND**, we need to point out that there are "**lots**" of *misfiles* throughout these files due to lack of space *and* to the fact that these files have

been moved *several* times! Misfiles have *also* resulted in the creation of duplicate files!!

The residential files are housed in "39" standard steel 4-drawer vertical file cabinets, *various* makes and sizes arranged in three rows. Units 1-12 are arranged in a row along one wall to the left upon entering the room from the department.

1. Hon legal size unit, 52"high x 18 ¼"wide x 25"deep/capacity, 23 ½" (*reduced due to hanging racks!*)/key lock top right
 - A. 3 A St. – 53 Adelman Rd.; full
 - B. 6 Agawam Circle – 11 Allen Rd.; full
 - C. 12 Allen Rd. – 167 Allen Rd.; ***jammed full***
 - D. 175 Allen Rd. – 175 Allendale Rd.; ***jammed full***
2. same as 1
 - A. 5 Allenhurst Rd. – 40 Andover Rd.; 21 ½"
 - B. 41 Andover Rd. – 277 Andover Rd.; ***jammed full***
 - C. 283 Andover Rd. – 11 Anthony Ln.; ***jammed full***
 - D. 1 Apollo Ave. – 17 Argonne Rd.; ***jammed, jammed full***
3. Allsteel letter size unit, 52"high x 15"wide x 28 ¼"deep/capacity, 26 ½"/key lock top right
 - A. 19 Argonne Rd. – 14 Aynsley Circle; ***jammed, jammed full***
 - B. 15 Aynsley Circle – 46 Baldwin Rd.; 24 ½"
 - C. 48 Baldwin Rd. – 222 Baldwin Rd.; 24 ½"
 - D. 3 Balmoral Dr. – 27 Basswood Ave.; 23 ½"
4. same as 3

- A. 29 Basswood Ave. – 46 Bedford St.; full
 - B. 4 Beech St. – 101 Bellflower Rd.; ***jammed full***
 - C. 3 Belmont Rd. – 8 Berry St.; ***jammed, jammed full***
 - D. Bertha Circle/4-6 Bertha Circle – 87 Billerica Ave.; 25"
5. Corry Jamestown letter size unit, 52"high x 15"wide x 28 $\frac{3}{4}$ "deep/capacity, 26 $\frac{3}{4}$ "center rod projections
- A. 95 Billerica Ave. – 22 Blackwood Ave.; 22"
 - B. 23 Blackwood Ave. – 71 Boston Rd.; 23 $\frac{1}{2}$ "
 - C. 77 Boston Rd. – 210 Boston Rd.; 21 $\frac{1}{2}$ "
 - D. 220 Boston Rd. – 336 Boston Rd.; 20 $\frac{1}{2}$ "
6. Steelmaster letter size unit, 52"high x 15"wide x 26 $\frac{1}{2}$ "deep/capacity, 25"center rod projections
- A. 337 Boston Rd. – 430 Boston Rd.; full
 - B. 432 Boston Rd. – 500 Boston Rd.; 19"
 - C. 506 Boston Rd. – 629 Boston Rd.; 24"
 - D. 630 Boston Rd. – 721 Boston Rd.; 20"
7. Allsteel letter size unit, 52"high x 15"wide x 28"deep/capacity, 26 $\frac{1}{2}$ "key lock top right
- A. 722 Boston Rd. – 787 Boston Rd.; 20"
 - B. 791 Boston Rd. – 880 Boston Rd.; 18 $\frac{1}{4}$ "
 - C. 884 Boston Rd. – 58 Brandon St.; full
 - D. 60 Brandon St. – 66 Bridge St.; ***jammed, jammed full***
8. Hon letter size unit, 52"high x 15"wide x 26 $\frac{1}{2}$ "deep/capacity, 24 $\frac{1}{2}$ "key lock top right

- A. 1 Bridle Rd. – 21 Bridle Rd (*“misfile”!*); 6”
 - B.-D. empty
9. Steelcase letter size unit, 52 ½”high x 15”wide x 28 ½”deep/capacity, 26”
- A. 14 Bridle Rd. – 6 Bristol St.; 25”
 - B. 7 Bristol St. – 18 Brookside Dr.; ***jammed, jammed full***
 - C. 15 Bruning Rd. – 57 Burnham Rd.; ***jammed full***
 - D. 3A Boston Rd. (*“misfile”!*), 1 C St. – 97 Canterbury St.; 24 ½”
10. same as 8
- A. 100 Canterbury St. – 35-37 Carline Dr.; 22 ¼”
 - B. 2 Carmel St. – 151 Cedarwood Rd.; ***jammed, jammed full***
 - C. Cedarwood Rd. – 31 Charme Rd.; ***jammed full***
 - D. 32 Charme Rd. – 57 Chatham Rd.; 21 ½”
11. same as 3
- A. 1 Chelmsford Rd. – 27 Chesterfield Ave.; 21 ¼”
 - B. 1 Christina Ave. – 17 Cinnamon Dr.; 20 ½”
 - C. 1 Clarence St. – 18 Coldspring Rd; 25 ½”
 - D. 5 Colleen Dr. – 38 Concord Rd.; 23 ½”
12. letter size unit, 52”high x 15”wide x 28 ¾”deep/capacity, 27”/key lock “missing”
top right
- A. 35 Concord Rd. – 158 Concord Rd.; 25 ½”
 - B. 161 Concord Rd. – 31 Connolly Rd.; full
 - C. 37 Connolly Rd. – 20 Corcoran Rd.; ***jammed full***
 - D. 1 Corthell Rd. – 72 Crimson Rd.; ***jammed full***

Filing continues in a center row of 14 cabinets directly opposite units 1-12.

13. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 24 ½"/key lock top right/center rod projections
- A. 22 Crooked Spring Rd. – 58 Dartmouth Dr.; ***jammed, jammed full***
 - B. 30 Dartmouth Dr. (***"misfile"!***), 1 David Rd. – 4 Doherty Ave.; ***jammed full***
 - C. 7 Doherty Ave. – 24 Dudley Rd.; ***jammed, jammed full***
 - D. 25 Dudley Rd. – 44 Duncan Dr.; 23 ½"
14. Haskell letter size unit, 52"high x 14 ¾"wide x 28 ¾"deep/capacity, 26"/center rod projections
- A. 1 Dunham Rd. – 67 Dyer St.; ***jammed, jammed full***
 - B. Eagle Trace Dr. – 8 Eldora Rd.; ***jammed, jammed, jammed full***
 - C. 1 Eliot St. – 57 Elm Rd.; ***jammed, jammed, jammed full***
 - D. 1 Elmtree Rd. – 23 Esquire Rd.; ***jammed, jammed, jammed full***
15. Allsteel letter size unit, 52"high x 14 ¾"side x 28 ¼"deep/capacity, 26 ½"/key lock top right
- A. 11 Esquire Rd. (***"misfiles"!***) – 43 Fardon St.; 25 ½"
 - B. 1 Fardon St. (***"misfile"!***) – 28 Ferren Dr.; 21 ½"
 - C. 1 Field St. – 72 Forest Park Ave. (***"misfiles"!***); ***jammed full***
 - D. 3 Forest St. – 7 Franklin St.; ***jammed full***
16. Haskell letter size unit, 52"high x 14 ¾"wide x 28 ¾"deep/capacity, 26 ½"
- A. 9 Franklin St. – 117 Friendship St.; ***jammed, jammed, jammed full***
 - B. 1 Frost St. – 56 George Brown St.; full
 - C. 1 Georgiana Rd. – 61 Glad Valley Dr. (***lots of "misfiles"!***); full
 - D. 62 Glad Valley Dr. – 10 Good St.; full
17. Cole Steel letter size unit, 52 ½"high x 15"wide x 26 ¾"deep/capacity, 25"/

center rod projections "missing"

A. 11 Good St. – 26 Governor Hutchinson Rd.; full

B. 28 Governor Hutchinson Rd. – 68 Gray St.; ***jammed, jammed full***

C. 88 Gray St. – 14 Hamilton Ave.; ***jammed, jammed, jammed full***

D. 18 Hamilton Ave. – 12 Hardwood Dr.; ***jammed, jammed, jammed full***

18. Allsteel legal size unit, 52 ½"high x 18"wide 28 ¼"deep/capacity, 26"/key lock
top right

A. 15 Hardwood Dr. – 22 Hattie Ln.; ***jammed, jammed, jammed full***

B. 19 Hattie Lane – 38 Heritage Rd.; 25"

C. 40 Heritage Rd. – 210 High St.; full

D. 212 High St. – 7 Hughes Ln.; ***jammed full***

19. Hillside letter size unit, 52 ½"high x 15"wide x 26 ½"deep/capacity, 24 ½"/
center rod projections

A. 1 Hunt Rd. – 33 Irene Ave.; 19"

B. empty

C. 2 Ironwood St. – 18 Jay Rd.; 19"

D. 7 Jef Rd. – 23 Jennings Rd.; 23"

20. same as 8

A. 5 Jolie Lane – 9 Kara Ln.; full

B. 2 Karen Circle – 17 Kensington Dr.; 24"

C. 19 Kensington Dr. – 12 Kohlraush Pk.; full

D. 1 Lafayette Rd. – 8 Lamson Ln.; ***jammed full***

21. same as 8

A. 5 Lantern Ln. – 70 Letchwood Ave.; full

- B. 1 Lexington Rd. – 158 Lexington Rd.; full
 - C. 164 Lexington Rd. – 36 Lindsay Rd.; full
 - D. 38 Lindsay Rd. – 40 Linwell Circle; 20"
22. same as 8
- A. 9 Lisa Rd. – 22 Luce Circle; full
 - B. 1 Lupine Ln. – 42 Manning Rd.; 24"
 - C. 13 Manning Rd. (*"misfile"!*) – 13 Marion Rd.; 22"
 - D. Market St. – 6 Martin Ave.; *jammed, jammed full*
23. same as 8
- A. 2 Mary Rd. – 32 McGuinness Way; *jammed, jammed full*
 - B.-C. empty
 - D. 5 McHugh Ave. – 25 Mellon Rd.; full
24. same as 8
- A. 3 Melody Ln. – 487 Middlesex Turnpike; *jammed, jammed, jammed full*
 - B. 498 Middlesex Turnpike – 6 Miller's Farm Rd.; full
 - C. 7 Miller's Farm Rd. – 33 Moosehead St.; *jammed full*
 - D. 8 Movan Rd. – 57 Mt. Pleasant St.; *jammed full*
25. same as 8
- A. 1 Mt. Vernon Ave. – 120 Nashua Rd.; *jammed, jammed full*
 - B. 319 Nashua Rd. (*"misfile"!*), 125 Nashua Rd. – 323 Nashua Rd.;
jammed, jammed, jammed full
 - C. 317 Nashua Rd. (*"misfiles"!*) – 14 Nickerson Dr., 10 & 11 Nile St./25 Nuttings Lane/Oak St. (*"misfiles"!*), 2-4 Oak St. (*"misfile"!*); *jammed,*

jammed, jammed full

D. 1 Nile St. – 65 Oak St.; ***jammed, jammed, jammed full***

26. same as 8

A. 71 Oak St. – Ordway St. Outlet (***“misfile”!***)/7 Osceola Ln. – 23 Osceola Ln. (***“misfiles”!***); ***jammed, jammed, jammed full***

B. 4 Orlando Ct. (***“misfile”!***), 15 Osceola Ln. – 20 Pages Ct. (***“misfiles”!***); ***jammed, jammed, jammed full***

C. 15 Osceola Ln. – 17 Pasho Rd.; ***jammed, jammed, jammed full***

D. 19 Pasho Rd. – 26 Peace St.; ***jammed, jammed full***

Units 27 – 39 are arranged in one row along the wall opposite units 13-26.

27. Office Impressions letter size unit, 52 ¼"high x 15"wide x 25 ¼"deep/capacity, 23"ley lock "missing" top right

A. 23 Peace St. (***“misfile”!***) – 4 Phyllis Dr.; ***jammed, jammed, jammed full***

B. 2 Phillip Rd. (***“misfile”!***), 5 Phyllis Dr. – 66 Pinedale Ave.; 20"

C. 69 Pinedale Ave. – 34 Pines Rd.; full

D. 41 Pines Rd. – 85 Pollard St.; ***jammed, jammed, jammed, jammed full***

28. same as 17

A. 86 Pollard St. – 53 Pond St.; ***jammed, jammed full***

B. 54 Pond St. – 38-40 Pondover Rd.; ***jammed, jammed, jammed, jammed full***

C. Porter St. – Queensland Rd., 14 Progress Rd./Quaker Ln. (***“misfiles”!***); ***jammed, jammed, jammed, jammed full***

D. 1 Prospector Rd. – 85 Rangeway Rd.; ***jammed, jammed, jammed, jammed full***

29. same as 8

- A. 34-153 Rangeway Rd./2 Old Rangeway Rd./several Rangeway Rd. folders (*"misfiles"!*), 18 Rear Republic/Republic Rd./more Rangeway Rd., 46-225 (*"misfiles"!*); ***jammed, jammed full***
- B. 243 Rear Republic – 9 & 10 Republic Rd.; ***jammed full***
- C. 10 Republic Rd. – 9 Ricca Farm Rd.; full
- D. 5 Richard St. – 47 Ridgeway Ave.; full

30. same as 12, only 28 ¼"deep/capacity, 26"/key lock top right

- A. 50 Ridgeway Rd. – 65 River St.; 23 ¼"
- B. 108 River St. – 48 River Bank Terr.; 23"
- C. more River Bank Terr. – 15 Rocky Ledge Ln.; ***jammed, jammed, jammed full***
- D. 4 Rolling Hill Rd., 1 Roberts Rd. – 10 Rolling Hill Rd. (tons of *"misfiles"!*); ***jammed, jammed, jammed full***

31. same as 7 ("missing" key lock)

- A. 8 Rolling Hill Rd. (*"misfile"!*) – 42 Russet Rd.; 23"
- B. 1 Sabbattia Ln. – 129 Salem Rd.; full
- C. 132 Salem Rd. – 304 Salem Rd.; full
- D. 306 Salem Rd. – 2 Schaffer St.; 22"

32. letter size unit, 52 ¼"high x 15"wide x 26 ½"deep/capacity, 23"

- A. Schaffer St. – 3 Seven Oaks Rd.; ***jammed, jammed, jammed full***
- B. 23 Seven Oaks Rd. – 11 Shampauley Dr.; ***jammed, jammed full***
- C. 12 Shampauley Dr. – 15 Sheldon St. (*"misfile"!*); full
- D. 11 Sheldon St. – 21 Silver Birch Rd.; full

33. same as 32

- A. 2 Silver Birch Rd. ("**misfile**!") – 8 Silversmith Way/3 South St./Sleepy Hollow Estates ("**misfiles**!"); 7"
- B. 1 Simmons Ln. – 78 Simonds Farm Rd.; 17"
- C. 0 Sinclair St. – 16 South Madison Rd.; 16"
- D. 15 South Madison Rd. ("**misfile**!") – 8 Stag Dr.; **jammed full**

34. same as 32

- A. 8 Stag Dr. – 19 Sterling Rd.; 21"
- B. 17 Sterling Rd. ("**misfile**!") – 6 Sugar Ln.; **jammed full**
- C. 8 Suburban Park Dr. ("**misfile**!"), Sullivan Rd. – 18 Sumac St.; full
- D. 19 Sumac St. – 15 Suzannah Rd. ("**Sullivan**" **misfiled within!**); full

35. same as 32

- A. 9 Sutton St. – 46 Talbot Ave.; **jammed, jammed full**
- B. Talbot Ave. – 13 Thoreau St.; **jammed, jammed, jammed, jammed full**
- C. 15 Thoreau St. – 8 Toma Rd.; **jammed, jammed, jammed, jammed full**
- D. 2 Tomahawk Dr. – 16 Town Farm Ln.; **jammed full**

36. same as 32

- A. 22 Tower Farm Rd./Tow Path ("**misfiles**!") – 142 Treble Cove Rd.; full
- B. Treble Cove Rd. – 1 Tremlett Rd.; full
- C. 2 Tremlett Rd. – 8 Twin Pines Ave.; **jammed, jammed, jammed, jammed full**
- D. 9 Twin Pines Ave. – 4 Vine St.; **jammed, jammed, jammed, jammed full**

37. same as 32 (**tons** of "**misfiles**!")

- A. 2 Wentworth Dr. – 12 Wedgewood Ave.; **jammed, jammed full**

- B. 16 Wedgewood Ave. - 45 Whipple Rd.; ***jammed, jammed full***
 - C. 46 Whipple Rd. – 36 Wildbrook Rd.; ***jammed full***
 - D. 39 Wildbrook Rd. – 9 Winsor Rd.; ***jammed, jammed full***
38. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 24 ½"
- A. 12 Winsor Rd. – 71 Woodland Rd.; ***jammed, jammed full***
 - B. Woodlawn Rd. – 8 Yale St.; ***jammed, jammed, jammed full***
 - C. 6 Yale St. ("***misfiles***") – 6 Zachney Rd.; 6"
 - D. empty
39. same as 32
- A. 37 Bridge St.; 12"
 - B.-D. empty

There are *also* "stacks" of manila folders/pockets to be interfiled *right on top* of cabinets (approximately 11")!

The commercial pockets are either arranged on shelves installed *right above* the preceding cabinets that line the two walls (units 1-12/27-39) or, they are arranged *right on top* of file cabinets *throughout* the room, "more or less" creating eight rows of filing! **AND**, these files are *obviously* not in straight A-Z order!! In fact, *multiple* files for a property could be found in "two-three" places!!!

Our inventory begins with two wooden shelves installed *above* units 1-12, 193 ½"wide x 12"deep:

Row 1: 13 Alexander Rd. – 729 Boston Rd.; 193 ½"

Row 2: few "stacked" files/749 Boston Rd. – 1 Federal St.; 193 ½"

Pockets on top of cabinets *below* preceding shelves create the next row:

Row 3: Esquire Rd./Chelmsford Rd./Bridge St./*more* Alexander Rd./*more* Concord

Rd./more Boston Rd., etc.; approximately 42"

Filing continues in the *center* of the room with pockets arranged in two rows
on top of units 13-28:

Row 4: 96 High St. – 50 Dunham Rd./River St./Rangeway/Ironhorse Pk./Tech
Pk. (lots!)/Kenmar Dr./more Federal St., etc., all "***mixed in***"; approxi-
mately 196"

Row 5: 1 Innis Dr. – 7 Republic/5 Federal St. – *more* High St./Treble Cove Rd./Fal-
con Ln./more Tech Pk./Enterprise Rd./more Dunham Rd./more Concord
Rd./Hemlock Ln./Good St./more Rangeway, etc.; approximately 144"

Filing continues on two more shelves installed *above* units 27-39, 220"wide
x 12"deep:

Row 6: 70 Letchworth Ave. – 38 Wilson St., 15 Alexander Rd./more Enterprise
Rd./Nile St./Salem Rd./more Middlesex Turnpike/Republic/Mass Ave./
Manning Rd., etc.; approximately 175"

Row 7: 2 Nashua Rd. – 20 Republic Rd./more Esquire Rd./lots more Middlesex
Turnpike/more Salem Rd./more Lexington/Sullivan Rd./more Rangeway,
etc.; approximately 171"

Filing continues *below* preceding two shelves, right on top of units 27-39:

Row 8: 81 Salem Rd. – 76 Treble Cove/Progress Rd. files/Jaclyns Way files/more
Esquire Rd.; approximately 187"

RECOMMENDATIONS

In developing our solutions to your filing difficulties, the goals that we have kept in mind as we considered the alternatives are:

1. space reduction and utilization
2. accuracy and efficiency
3. allowance for growth
4. accessibility and convenience for users
5. cost justification
6. speed of retrieval
7. built-in tools for future file management

The information that follows will enable you to fulfill and achieve all of these goals!

Having said that, we refer you to General Recommendations #4 (color-coding)/#6 (OUT guides)/#7 (index guides), as they all apply here.

As far as the *method of indexing* is concerned, your files should *obviously continue* to be arranged A-Z by street name/numerical order within; however, a **color-coded alpha-numeric** system is definitely the "way to go" here for the sake of accuracy and efficiency! **All** of the various separate files referenced throughout the preceding inventory will be interfiled, creating **one** large A-Z file by street/numerical order within using a combination of folders and expansion pockets to appropriately accommodate the amount of documentation – *just as you're presently doing*. **AND**, a "general file" for each street will be set up as needed.

Our next recommendation pertains to the residential files. The *majority* of the documentation will be transferred to *new* letter size sturdy 14-point "red" *folders*

based on the document counts, as in most cases the existing manila "pockets" are simply **overkill** – a waste of much needed filing space! All folders will have a "cut down" front flap, and a right end tab to *properly* accommodate *shelf* filing.

As far as the commercial files are concerned, your expansion pockets are simply "ideal", particularly those with a *right end tab*! However, *many* of the pockets are *obviously* "torn and tattered" and need to be replaced. BUT, the "**good news**" is that we will be able to utilize existing right end tab pockets and "salvage" as many of the other existing pockets as possible by using **blank extenders** applied to the right side of pockets! New pockets will *also* come with a "cut down" front flap and a *right end tab*.

Once all of the various folders and pockets are created, the next step is the application of a colored alpha label, one label per folder/pocket. The 26 letters of the alphabet are each assigned a color, and the same color is repeated more than once; but, like colors are differentiated by a stripe. The result, 12 *solid* colored labels and 14 *striped and colored* labels!

The alpha label applied to each folder/pocket identifies the *first* letter of a street name, and the placement of the label *alternates* between the top and the bottom along the side of the folder/pocket. For example, "A" is applied to the top edge, "B" to the bottom edge, "C" to the top edge, and so on. This procedure will not only assist in filing and retrieval **but**, it will also help to prevent "misfiling"!

To *further* "fine tune" the system, each digit of the address will *also* be identified using white numerical labels applied in the center of the folder/pocket end tab. And, standard white labels will be appropriately applied in the upper right hand corner of the back flap with street address neatly typed (*or, laser printed!*).

The final step here is the addition of letter size green pressboard index guides with third cut black metal *horizontal* end tabs in the #1 position. A guide will be created for *each and every* street with tab inserts referencing neatly typed or printed street names. Secondary guides may be added "as needed" for those streets with a large number of properties (Boston Rd., Concord Rd.,).

Our next topic pertains to equipment, and due to your limited space, the ***open shelf movable*** filing method is definitely the answer! Such an installation would allow us to fit a *maximum* number of records into a *minimum* amount of space. To assist you with your decision-making process, please make reference to the following chart. It shows the physical characteristics of your present system:

1. floor space used	=	291.2 square feet
2. filing capacity	=	4,698 filing inches
3. filing inches consumed	=	4,158 filing inches
4. available expansion	=	540 filing inches

****less approximately 486 filing inches "to be interfiled"!***

We would install 28 sections of letter size, 36 inch wide shelving, eight tiers high, which will hold 7,792 filing inches and require *only* 111.8 square feet. In other words, such a system would provide you with approximately an additional 3,148 filing inches over the 4,644 inches presently *consumed* for files - about 68% growth! ***AND, at the same time, reduce*** your floor space requirement by ***more than half*** - a "wallop-ing" **179.4** square feet!! **MAGIC!!!**

We would install two 6x5 ***bi-files***, each with six stationary sections in back, and five *movable* sections/on tracks in front of the six, and then six *stationary* sections. Approximately 90 inches in height, 214 inches in width, and 29 inches in depth

will be needed for each bi-file/87 inches in height and 15 inches in depth for each stationary section. Total cost for the equipment is \$45,390.00, delivered and installed.

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|-----------|---|------------|
| A. | 20 bxs. | #61757 letter size horizontal end tab blank index guides. Cost, \$116.40 per box. Total cost, | \$2,328.00 |
| B. | 350 | #FST1514TY letter size 1 3/4 inch expansion pockets, <i>right end tab</i> , "cut down" front flap. Cost, \$275.00 per C (commercial). Total cost, | \$ 962.50 |
| C. | 350 | #FST1524TY 3 1/2 inch expansion pockets, same as B. Cost, \$308.00 per C (commercial). Total cost, | \$1,078.00 |
| D. | 300 | #FST1534TY 5 1/4 inch expansion pockets, same as B. Cost, \$370.00 per C (commercial). Total cost, | \$1,110.00 |
| E. | 14,000 | #S-1600 letter size 14-point <u>red</u> colored folders, "cut down" front flap, <i>right end tab</i> (residential). Cost, \$433.60 per M. Total cost, | \$6,070.40 |
| F. | 500 | #SK-B-SA blank extenders for use with commercial pockets. Cost, \$14.00 per C. Total cost, | \$ 70.00 |
| G. | 50 rls. | #11830 series <i>plain</i> numerical labels, 0-9. Cost per roll, \$7.60. Total cost, | \$ 380.00 |
| H. | 10 bxs. | #5366 white labels, pressure-sensitive. Cost, \$60.75 per box. Total cost, | \$ 607.50 |
| I. | 150 pkgs. | Alpha Kolor I tabs at \$3.50 per pkg. Total cost, | \$ 525.00 |

- | | | | |
|----|---|--|----------|
| J. | 50 | #VS-168 letter size red vinyl "OUT" guides, right end tab. | \$ 62.00 |
| K. | 100 | 5x3 salmon requisition slips. | \$ 11.20 |
| L. | <p>Labor to convert. It will be necessary to type (<i>or, laser print</i>) address labels and apply to new folders/pockets – <i>approximately</i> 15,000 labels. Documentation will either be converted from old folders/pockets to <i>new</i>, "as is", <u>or</u> extenders will be added to the right hand side of commercial pockets. Colored alpha tabs and numeric labels will be applied, and all folders/pockets will be rearranged, creating <u>one</u> large alpha-numeric file. During conversion, all "misfiles" and "duplicate files" will <i>a/so</i> be eliminated!</p> | | |

Finally, index guides will be installed, folders/pockets refiled properly onto new equipment, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records management supervisors, who is billed at \$375.00 per day, plus expenses, and two of our staffers, who are each billed at \$330.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the conversion for you (actual number of files is "unknown"!).

However, for budgetary purposes, we recommend that you begin with *at least* 15 days, and then once we are "up and running", we will be able to provide you with a target date for completion.

Closing comments:

1. One step that you could take to further "free up" space within your active

files is to purge property files for which there has been *no* activity for ten years or more, or whatever timeframe you choose. Purged files would simply be incorporated with your *new* archives system and therefore, easily tracked in the database that governs that system.

2. Microfilming/Scanning – Since you have expressed a strong interest in *eventually* imaging your street files, we have outlined below the various steps involved in conversion to a **digital format** *with* a microfilm back-up!

- A. Filming of all *standard size* documents (including pick-up, delivery, filming, all materials, processing of film, and disposition of originals) at \$50.82 per thousand documents.
This original roll of film should then be stored with KIS for disaster back-up.
- B. Preparation work – includes removal of staples, paper clips, re-ordering of material, repairing tears, and so on. To be done "as needed" at \$190.00 per day.
- C. Duplicate rolls (if needed) cost \$20.58 each.
- D. Scanning and indexing at \$.25 - \$.35 per image (*so many variables!*).
CD/DVD, \$25.00 each.

Lastly, we just want to point out that *scanning* is a great "tool" ***but***, it can-
not be relied upon for "permanency" due to the potential for *many* technology changes down the road – "**microfilming**" is the *only* way to properly preserve and protect *permanent* records!

BOARD OF HEALTH DEPARTMENT

There are four main categories of files here, each arranged in alphabetical order/by street with ***no*** color-coding added: (A) septic files, (B) property files, (C) variance files, (D) subdivision files. The following inventory *also* includes several *smaller* file categories (site plans, plan of land files, road construction files, form A files), *also* arranged by street.

Septic Files – Documentation for *each street* is set up in letter size green *hanging folders*, one folder per street unless “bulk” dictates multiple files – ***which is often the case!*** Clear plastic tabs are added along the back flap, generally in the far left position with tab inserts referencing street name neatly printed. When multiple folders are required (ie. Rangeway Rd.), tabs on these folders have an insert referencing house number or range of numbers.

Inner folders are ***not*** used. With smaller files, all of the documents for an address are simply stapled together in a “package”, and the packages are arranged in numerical order within the folders. With larger files, the documents for an address are kept together using rubber bands or binder clips.

A sampling of the documentation within the folders revealed the following:

- permits
- **“tons”** of plans/*folded* plans*
- disposal system permit applications
- photos*
- copies of property appraisal cards (2-sided)*
- certificates of compliance*

- correspondence*
- applications for deep hole testing/logs
- "as built" plans
- soil suitability assessments (multiple pages)
- on-site reviews
- etc.

There really is no "average" document count, but samplings of *smaller* files revealed a range of five to 57, *plus plans*. And, there are lots of staples/paper clips/binders clips used throughout the material. Index guides are *not* installed in any of the following files, and there is *no* "charge-out" system in place.

Septic street files are located in the meeting room, housed in three Hon 5-drawer standard steel lateral file cabinets arranged along one wall, 66 $\frac{3}{4}$ " high x 36" wide x 19 $\frac{1}{4}$ " deep/capacity, 33"/key lock top center/A retractable front, B-E fixed fronts. **AND**, there are lots of papers simply "sticking up" *out of the files!*

1. A. 1 "miscellaneous" *dead file*/Abbott Rd. – Andover Rd. (3 files); full (+ 6" *along back!*)
 - B. Andover Rd. – Buckingham Dr.; ***jammed, jammed full*** (+ 8" *along back!*)
 - C. Burlington Rd. – Dresden Ln.; ***jammed full*** (+ 10" *along back!*)
 - D. Dudley Rd. – Garden Brook Rd.; ***jammed full*** (+ 8" *along back!*)
 - E. Georgianna Rd. – Intervale St.; ***jammed full*** (+ 6" *along back!*)
2. A. Irene St. – Marshbrook Rd.; ***jammed, jammed full*** (+ 10" *along back!*)
 - B. McDonough Way – Praise St.; ***jammed, jammed full*** (+ 7" *along back!*)
 - C. Progress Rd. – Ravine Rd.; ***jammed, jammed full*** (+ 8" *along back!*)
 - D. Republic Rd. – Sterling Rd.; full (+ 8" *along back!*)

hanging folders/no tabs, usually with inner letter size manila folders/third and fifth cut assorted undercut “battered” top tabs/*some* reinforced back flaps. Indexing is simply *handwritten* right on the tab/edge, and “determination of applicability”/name/address/date are also *handwritten* right on the folder front.

A sampling of the documentation within these folders revealed the following:

- plot plans
- correspondence
- requests for determination of applicability
- scope of work
- hearing notices
- lots of folded plans
- returned mail/receipts
- photos
- enforcement orders

Once again, there are lots of staples/paper clips used throughout the material, more “sticky notes” attached to documents, and the average number of documents per folder ranges from a low of three-five to a high of 75. Index guides are not installed.

These files are housed in two Hon letter size standard steel 4-drawer vertical units, 52”high x 15”wide x 25 ¼”deep/capacity, 23”/key lock top right.

13. A. 5 Acanthis Rd. – 18 Billerica Ave.; 13 ½”
- B. Boston Rd. – 18 Burnham Rd.; 16 ¼”
- C. Carley Way – Dunham Rd.; 17”
- D. 1 Eastwood Ave. – Iron Horse Pk.; 19 ½”

14. A. 17 Kenilworth – 1 Myers Ln.; 19 ½"
- B. Nashua Rd. – 22 Quaker Ln.; 16"
- C. 4 Radcliffe Rd. – Staples St.; full
- D. Sterling Rd. – Wyman Rd.; full

"General/miscellaneous" documents and smaller categories are *also* set up in assorted letter size manila folders/third-fifth cut assorted undercut top tabs, which are filed within letter size colored *hanging folders*. Indexing on manila folders is either *handwritten* right on the tabs *or* on assorted labels applied to the tabs/plastic tab inserts on hanging folders reference *handwritten* subjects. And, documentation goes ***back to 1990's!***

"General/miscellaneous" files are housed in another letter size Hon unit, same as units 13-14/no index guides.

15. A. Acop – Cumberland Farms; 13 ½"
- B. DEP – Middlesex Turnpike; ***jammed full***
- C. Nashua Rd. – Riverfest; 12 ½"
- D. senior work-off program – Yankee Doodle; 21 ½"

Smaller category files are housed in another Hon unit, 52"high x 15"wide x 26 ½"deep/capacity, 25".

16. A. violations/A-Z by address: Adelman Rd. – Wilson St.; 16 ½"
- B. enforcement orders/A-Z by address: Adams St. – Woburn St.; ***jammed full***
- C. building permits with conditions; full
- D. - minutes, 2007-2018
- agendas, 2004-2017

- few "old" records, **back to 1970's** (bikeway proposal/newsclippings/
warrant articles, *etc.*)

16 ½"

Lastly, we noted approximately 10 standard size boxes stored throughout the office (reception area/top of desks/table-top/floor), and several boxes are simply "overflowing" with records: DEP files, 109-1125/109-1293, *etc.*

RECOMMENDATIONS

Let's begin by referring you to General Recommendations #1 through 7, as *once again*, they all apply here!

Having said that, we want to first address the DEP files, and a ***color-coded straight numerical*** filing system for the sake of accuracy and efficiency is *definitely* the answer! Each digit 0-9 is assigned a color, and the colors are ***not*** repeated; therefore, a *distinctive* three-four "color band" will be created for each folder, greatly facilitating file reference and, *at the same time*, making it extremely difficult to "misfile"!!

Our next topic pertains to the folders, and all of the documentation should be transferred to *new* letter size 14-point green colored folders. All folders will have a "cut down" front flap, and a right end tab to *properly* accommodate numerical *shelf* filing. In any case, the DEP number will also be referenced on labels applied in the upper right hand corner of the back flap of each folder.

Our next topic pertains to equipment, and the ***open shelf movable*** filing method is *once again* the answer! To assist you with your decision-making process, please make reference to the following chart, which shows the physical characteristics of your present system:

1. floor space used	=	89.5 square feet
2. filing capacity	=	1,411 filing inches
3. filing inches consumed	=	1,292 filing inches
4. available expansion	=	119 filing inches

We would install nine sections of letter size, 36 inch wide shelving, seven tiers

high, which will hold 2,205 filing inches and require *only* 37 square feet. In other words, such a system would provide you with approximately an additional 913 filing inches over the 1,292 inches presently *consumed* for files - about 70% growth! *AND*, at the same time, *reduce* your floor space requirement by a "humungous" 52.5 square feet - **WOW"!!**

We would install a 5x4 **bi-file** with five stationary sections in back, and then four *movable* sections/on tracks in front of the five. Approximately 79 inches in height, 184 inches in width, and 29 inches in depth will be needed. Total cost for the equipment is \$14,270.00, delivered and installed.

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|---|--|----------|
| A. | 3 sets | #61635 letter size, extra depth, blank index guides/50 per set. Cost, \$83.50 each. Total cost, | \$250.50 |
| B. | 1,000 | #S-1600 letter size 14-point <u>green</u> colored folders, "cut down" front flap, <i>right end tab</i> . | \$433.60 |
| C. | 12 rls. | #67300 series color-coded numerical labels, 0-9. Cost per roll, \$17.38. Total cost, | \$208.56 |
| D. | 50 | #VS-168 letter size red vinyl "OUT" guides, right end tab. | \$ 62.00 |
| E. | 100 | 5x3 salmon requisition slips. | \$ 11.20 |
| F. | 1 pkg. | #5366 white pressure-sensitive labels. | \$ 60.75 |
| G. | Labor to convert. It will be necessary to create folder labels and apply in the upper right hand corner/back flap of each folder. | | |
| | Color-coded numeric labels will be applied to the top of the end tab, and <i>all</i> documentation will be transferred from old folders | | |

to new, "as is". Index guides will also be installed, and all folders will be re-filed properly onto the new equipment.

Finally, your staff will be trained in the maintenance and perpetuation of the new system. We would assign one of our records supervisors, who is billed at \$375.00 per day, plus expenses, and one of our staff technicians, who is billed at \$330.00 per day, plus expenses, for an estimated five days to complete the conversion for you (*based on approximately 600 folders*).

RDA files – These files are housed in units 13-14, and they consume approximately 150 filing inches. Once again, a small A-Z ***alpha-numeric color-coded street file*** is the "way to go". AND, these files can *also* be arranged on the same shelving as the DEP files – *plenty of room!*

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|----------|--|----------|
| A. | 4 bxs. | #61757 letter size horizontal, end tab, blank index guides. Cost, \$116.40 per box. Total cost, | \$465.60 |
| B. | 1,500 | #S-1600 letter size 14-point <u>green</u> colored folders, "cut down" front flap, <i>right end tab</i> . Cost, \$433.60 per M. Total cost, | \$650.40 |
| C. | 1 box | #5366 white labels, pressure-sensitive. | \$ 60.75 |
| D. | 26 pkgs. | Alpha Kolor I tabs at \$3.50 per pkg. Total cost, | \$ 91.00 |
| E. | 10 rls. | #11830 series plain numerical labels, 0-9. Cost per roll, \$7.60. Total cost, | \$ 76.00 |
| F. | 50 | #VS-168 letter size red vinyl "OUT" guides, right | |

- | | | |
|----|---|----------|
| | end tab. | \$ 62.00 |
| G. | 100 5x3 requisition slips. | \$ 11.20 |
| H. | <p>Labor to convert. It will be necessary to type (<i>or, laser print</i>) approximately 1,500 labels and apply to new folders. Documentation will be transferred from "old" folders to <i>new</i>/"as is", and colored alpha tabs and numeric labels will also be applied. Finally, index guides will be installed, folders re-filed <u>properly</u> onto new equipment, and your staff will be trained in the maintenance and perpetuation of the system.</p> | |

We would assign one of our records management supervisors, who is billed at \$375.00 per day, plus expenses, and one of our staffers, who is billed at \$330.00 per day, plus expenses, for an estimated eight days to complete the conversion for you based on converting approximately 1,500 files.

"General/miscellaneous" files – These files are housed in units 15-16, and once a proper purge is completed, remaining documentation should be set up in a small **Tell-i-vision/subject file**, as previously outlined.

The following supplies and labor will need to be ordered:

- | | | | |
|----|-------|--|----------|
| A. | 1 box | #50534 letter size blank index guides, | |
| | | 3rd cut black metal top tabs <u>#1 position</u> . | \$ 89.30 |
| B. | 1 box | Same as A, only <u>#2 position</u> . | \$ 89.30 |
| C. | 1 set | #SPEC 100 division set green "miscellaneous" folders, letter size, fifth cut top tabs/center position. | \$ 79.00 |

- | | | | |
|----|---|---|----------|
| D. | 1,000 | #10786 kraft 11-point letter size folders, 2/5 cut
right tabs, reinforced back flap. | \$449.60 |
| E. | 2 bags | #67671 color-coded name labels. Cost per bag,
\$21.54. Total cost, | \$ 43.08 |
| F. | 50 | #51910 letter size, top tab, "OUT" cards at
\$46.15 per C. Total cost, | \$ 23.08 |
| G. | ----- | Drawer organizers, size/cost to be determined
once units selected. | \$ ----- |
| H. | <p>Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision subject files <i>and</i> "miscellaneous" folders, and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.</p> | | |

We would assign one of our records supervisors, who is billed at \$375.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

ZBA DEPARTMENT

There are two groups of files here: (A) comprehensive permit files, (B) BOA case files. *Permit files* are arranged alphabetically by project, though files are ***not*** in straight alpha order – there really is no “rhyme or reason” to how these files are arranged throughout the drawers! *Case files* are arranged by year/numerical order by case number within each year, and yearly files are preceded by a group of administrative files as follows:

- bill copies
- hearing notices/postings
- Beacon Publishing
- correspondence/confidential
- building department correspondence
- budget analysis
- BOS
- conservation commission
- BOA correspondence
- bill copies (***again!***)
- inlaw apartment letters
- original instructions for BOA
- denials
- minutes
- payroll registers
- payroll warrants
- town counsel correspondence

- town manager/BOS
- treasurer payments
- zoning articles

Documentation for the various files is set up in a *variety* of letter size manila/ few colored folders with second cut assorted undercut top tabs, *some* reinforced back flaps. Indexing is generally just *handwritten* right on the tabs, with case files referencing name/case #/hearing date/attorney name/town. There is *also* a lot of handwritten information right on the folder fronts. Case files also have a "stamp" on the front referencing vote of board date/"yes" or "no"/granted or denied.

Comprehensive permit files *also* hold lots of folded plans, and there are several assorted 3-ring binders included throughout these files.

Preceding files are housed in 18 Hon 4-drawer letter size standard steel vertical file cabinets, 52"high x 15"wide x 25 ½ - 26 ¾"deep, which are arranged in one long row along the wall in the hallway *outside* of the building department!

Comprehensive permit files are housed in units 1-4.

1. A. Swanson Meadows/Rangeway Farms/Villas at Pinehurst; 14"
 B. Gilman Estates/Bavis Corp; 6" (+ *"pile" of folded plans!*)
 C. Aspen Apts./Rangeway Rd...assorted folders/3-ring binder; 12"
 D. Aspen Apts./Alexander Estates/Rangeway..."stack" of reports/folders/3-ring binder; 15"
2. A. Princeton at Boston Rd.; 6" (+ 2 3-ring binders, 8")
 B. Mt. Pleasant Place/Concord Ave./Oak St. Development; 10"
 C. McKenna Woods; 4" (+ 2 3-ring binders, 6"/*folded plans*)
 D. Alexander Estates/Carlisle Woods; 7" (+ 2 3-ring binders, 4")

3. A. Villas at Old Concord; 8" (+ *"stacks" of folded plans, 7"*)
 - B. Villas at Old Concord; 15"
 - C. Salisbury Hill; 15"
 - D. Rose Hill Manor/St. Theresa; 6" (+ *3-ring binder, 2"/folded plans*)
4. A. Hidden Oaks; 11" (+ *folded plans*)
 - B. Graystone Estates; 12" (+ *folded plans, 8"*)
 - C. Alpine Village; 13"
 - D. Alpine Village folded plans; 10"

BOA case files are housed in units 5-18.

5. A.-B. 1997; full
 - C.-D. 1996; full
6. A.-C. 1998; full
 - D. Wang Labs, 1997/Billerica Hotel, 1998/Leggat McCall, 1998; full
7. A.-C. 1999; full
 - D. Purity Supreme/Wendy's; full
8. A.-D. 2000; full
9. A.-C. 2001; full
 - D. few assorted case files
10. A.-B. 2003; full
 - C.-D. 2002; full
11. A.-B. 2004; full
 - C.-D. 2005; full
12. A.-B. 2006; full
 - C. Barrett Farm; full

D. Villages at Pinehurst; full

13. A.-B. 2007; full

C.-D. 2008; full

14. A.-B. 2009; full

C.-D. 2010; full

15. A.-B. 2011; full

C.-D. 2012; full

16. A.-B. 2013; full

C.-D. 2014; full

17. A.-B. 2015; full

C.-D. 2016; full

18. A.-B. 2017; full

C. 2018; full

D. BOA steno meeting pads, 2005-2015

There are also a few boxes arranged *on top* of the preceding cabinets, which hold assorted 40B files:

- 1 odd box: Alpine Village, 2016
- 1 odd box: Aspen Apts., back to 2009
- 1 odd box: assorted case files, back to 1990's
- 2 "overstuffed" standard boxes: Billerica "1"/"2"
- 1 standard box ("taped"!): Wendy's legal file, etc.

Lastly, we noted 17 24 inch boxes simply "stacked" one on top of the other *along the hallway* by the vaults: *more* BOA case files, 1987-1995.

RECOMMENDATIONS

Due to the nature of the ZBA files, there is simply *no* reason for a fancy color-coded filing system here or new equipment. The *majority* of these case files should simply be incorporated with the "new" archives system outlined later on in this report.

Having said that, our recommendation is that you transfer case files from **1996-2016** to storage, leaving 2017 through current year files *only* close by for ease of reference. Boxes holding even *older* files presently "stacked" along the hallway outside the basement vault will *also* be incorporated with your archives. The bottom line is that you will eliminate **13 file cabinets (equivalent of 104 boxes!)**, *as well as* all of the "clutter" in the hallway – a grand total of **144 boxes** of zoning case files will be transferred to your archives! AND, the labor required to transfer the preceding files to storage is included in the upcoming Archives section.

Closing comments:

1. Comprehensive permit files *obviously* need to be "re-arranged" in proper A-Z order, and then ***purged*** with the oldest files *also* transferred to your archives. Once this step is completed, filing needs will be "revisited".

2. File organizers to properly support your folders should be installed in each drawer of the four-five remaining file cabinets. Cost, \$51.25 each.

3. Administrative files preceding case files for each year should *also* be "re-arranged" in proper A-Z order!

TOWN CLERK'S OFFICE

There are *several* categories of records throughout this office, and our inventory began in the board of registrar's area. ***Voter registration cards*** are arranged in two separate A-Z files: (1) "discards", (2) active voters. In many cases, *cards* are simply "flimsy" pieces of paper stapled to blank 8x5 cards with *lots* of attachments/some two-sided. Each file is *poorly* guided by a 25 division set of 8x5 salmon index guides/fifth cut assorted pre-printed tabs, and all cards are housed in seven assorted standard steel vertical file cabinets, various makes/sizes.

1. Steelcase 5-drawer unit, 41 ¼"high x 19"wide x 28 ½"deep/2 rows/capacity per row, 26 ¼"/key lock top right
 - A. "discards": A – Bly; 47"
 - B. Bo – Coady; 52 ½"
 - C. Coakley – Di; 49"
 - D.-E. empty
2. Allsteel 7-drawer unit, 52"high x 19 ¼"wide x 26 ½"deep/2 rows/capacity per row, 24 ½"/key lock top right
 - A. Do – Fe; 32 ½"
 - B. Fi – G; 44 ½"
 - C. H; 31 ¾"
 - D. I – Las; 37"
 - E. Lat – McF; 43 ½"
 - F.-G. empty
3. Steelcase 7-drawer unit, 52 ½"high x 19"wide x 28 ½"deep/2 rows/capacity per row, 26 ½"/key lock top right

- A. McG – N; 48 ½"
- B. O – Q; 48 ½"
- C. R – Sk; 51 ¼"
- D. Sl – V; 47 ¾"
- E. W – Z; 27 ½"
- F. deaths: A – Z; 52 ½"
- G. empty

4. same as 3

- A. active: A – Bat; 36 ¼"
- B. Bau – Bul; 39 ½"
- C. Bum – Ca; 30 ½"
- D. Ce – Co; 35 ¼"
- E. Cos – De; 31 ¼"
- F.-G. empty

5. Tennsco 6-drawer unit, 52 ¼"high x 21"wide x 28 ¼"deep/2 rows/capacity per row, 26 ¼"/key lock right of A

- A. Dem – Dz; 33 ¼"
- B. E – F; 41 ¾"
- C. G; 41 ¼"
- D. H – I; 43"
- E. empty
- F. "miscellaneous"

6. same as 3

- A. J – Ki; 36 ½"

- B. Kl – Lon; 39 ¼"
- C. Loo – Ma; 41"
- D. Mc – Mo; 41 ¼"
- E. Mor – Od; 36 ¾"
- F. empty
- G. "miscellaneous"

7. same as 5

- A. Oe – Pi; 43"
- B. Pl – R; 48"
- C. S – St; 50 ¼"
- D. Ste – Val; 43"
- E. Van – Z; 41 ½"
- F. empty

A *variety* of records is housed in seven more assorted standard steel vertical file cabinets located in the area directly opposite Shirley's office.

Town meeting files – Documentation is simply "bulk-filed" in legal size hanging folders with letter size inner manila folders. Assorted clear plastic tabs/inserts reference typed captions, and files are housed in one Steelcase 4-drawer legal size vertical cabinet, 52 ¼"high x 18"wide x 28 ½"deep/capacity, 25"/key lock top right/center rod projections.

- 8. A. empty
- B. 2013 – 2017; full
- C. 2009 – 2012; 17"
- D. 2005 – 2008; full

"General/miscellaneous/committee files" – Documentation is set up in assorted letter size manila folders with third cut assorted undercut "battered" top tabs. Manila folders are then "bulk-filed" in *more* letter size green *hanging folders/* some with clear tabs-typed inserts/*majority, no* tabs. The various files are housed in four letter size standard steel vertical file cabinets/no index guides.

9. Steelcase 4-drawer unit, 52 ¼"high x 15"wide x 28 ½"deep/capacity, 26 ½"/center rod projections/key lock top right

A. "general/miscellaneous" (many folders, only 1-3 papers!): ABC Commission (***back to 1960's***) – bill/senior center, 2003; 16 ½"

B. Blanchard Brook (***back to 1947***) – cemetery commission, 1950's-2016; 15 ½" (BOA oaths of office, back to 1995/BOH oaths of office, back to 1970's/correspondence files, ***back to 1990's...***)

C. census (***back to 1990's-2017***) – Colonial Gas, 1980's-2012; 22"

D. committees (***back to 1960's***): arts council – housing partnership; 21"

10. same as 9/no projection

A. continuation of 1D: long range master plan – water conservation; 19" (scholarship fund, ***back to 1980's***/recreation appointments, 1990's/personnel board appointments, 1950's...)

B. continuation of 9C: Commonwealth of MA – conflict of interest (***back to 1960's-2016***); 19 ½"

C. congressional district (***back to 1980's***) – employment; 18"

D. Farmers Ln. (***back to 1980's***) – insurance (binders/dec sheets/etc.) (***back to 1970's***); 23"

11. Steelcase 5-drawer unit, 58 ½"high x 15"wide x 28 ½"deep/capacity, 26"/

key lock top right

- A. Iron Horse Pk. – license file (A-Z within...); 18"
- B. class II licenses – theatre licenses; 17"
- C. liens – municipal government; 15"
- D. National Grid – overrides; 17"
- E. Palmer & Dodge (**back to 1960's**) – precinct maps; 23"

12. same as 11

- A. procurement officer – scenic roads; 22 ½"
- B. scenic river study – street names; 22 ½"
- C. street name changes (hearings, 1988-1990/orders of taking, **back to 1940's**/relocations, etc., **back to 1950's...**) – town bulletin; 21 ½"
- D. town general bylaws, 1990's-2018 – treasurer/collector affidavits, 2006-2018; 20"
- E. traffic rules & regs (**back to 1960's**) – zoning; full

Various other records, including vitals, are housed in two Allsteel 4-drawer *standard steel* lateral file cabinets, 52 ½"high x 42"wide x 18 ¼"deep/capacity, 38 ½"/key lock top center.

13. A. **BOA case files** - Documents "bulk-filed" in more legal size *hanging folders* with plastic tabs/inserts referencing printed captions/no inner folders: A-Z/ by year (*all letter size documents!*), 2013-16; 30"
- B. same as A, 2017-18, 15"/comprehensive permits, 10"
- C. **form A/E/F files** – Documents set up in letter size manila folders/third cut assorted top tabs, "bulk-filed" in letter size green *hanging folders*/plastic tabs with inserts: Collins Farm – Yorkshire Estates/final actions, 1974-

1985; full

D. same as C, forms A-F/certificates of approval, A-Z; full

14. vital records

A. - births/marriages/deaths/marriage intentions/worksheets, 2016

- births/marriages/deaths, 2015

- burial permits, 2015

- marriages/deaths/worksheets, 2014; births, 2001/records "**to be
fiched**"

B. - 2 5x3 cardboard 16 inch boxes: cross-reference cards, impounded

births, A-Z; 17 ½"

- marriage certificates pick-up/returns; births/marriages/deaths, 2017-18;
intentions, 2017-18

- burial permits, 2016-18; 21"

C. planning board court cases, A-Z files; 25"

D. conflicts of interest/certificates of completion, A-Z files; 24"

There are *also* 25 assorted size 3-ring binders arranged on top of the preceding cabinets:

- 12 binders (approximately 41") = zoning bylaws, 1985-2014 (excludes 2009)

- 8 binders (approximately 27") = general bylaws, 1983-87/1991-2013

- 5 binders (approximately 16") = certified street letters, A-Z

We also want to point out that some microfilming of vital records has been done over the years, and our inventory revealed both rolls of 35mm film *as well as* film jackets stored in another standard steel cabinet.

15. Steelcase 5-drawer unit, 41"high x 19"wide x 28 ½"deep/2 rows/capacity per row, 26 ½"/key lock top right

A. 6x4 film jackets, guided by manila index guides/5th cut assorted tabs/hand-written yearly closed captions

- births, 1864-1997; 8 ½"

- marriages, 1899-1997; 5 ½"

- 9 rolls: 7=births (duplicates), 1998-2004; 2=marriages, 1998-2004

B. same as A (only 1 row)

- copies of jackets, 1902-1997; 6 ¼"

- 3 rolls: deaths (duplicates), 1998-2004

C. 2 rows cross-reference cards: business & owner certificates, 2 A-Z files; 35 ¼"

D. 2 rows cross-reference cards: obsolete DBA's, 2 A-Z files; 22"

E. supplies

Vitals cross-reference cards are stored beneath the counter, housed in 28 assorted 5x3 files:

- 4 2-drawer units/8 3-drawer units: births (yellow cards), A-Z; approximately 365 ½"

- 4 3-drawer units: party A (orange cards), A-Q; approximately 128 ¼"

- 4 3-drawer units: party A, R-Z/party B (white cards), A-K; approximately 122 ¾"

- 4 3-drawer units: party B, L-Z/deaths (blue cards), A-L; approximately 128 ¼"

- 4 2-drawer units: deaths, M-Z; approximately 92 ½"

A few additional records can be found in the library:

- 8 ½x11 binders/3 3-ring binders, business certificates, 1998-2018; approximately 31"
- 16 assorted 3-ring binders, budget books, 2009-2018; approximately 53"

RECOMMENDATIONS

Obviously, the vital records are at the "top of the list" in this area, and simply put, they should be **microfilmed** for disaster recovery. **AND**, you do earn a "GOLD STAR" here, as some filming/jacketizing *has* been done over the years, and these rolls of film/jackets are reflected in the preceding inventory on page 84. During our recent visit, we learned that the staff was under the impression that "no one" was able to perpetuate the filming program. BUT, the "good news" is that **KIS** continues to provide this service! Therefore, our recommendation is that the filming be brought up-to-date. Please refer to our costs for filming, which are outlined below.

We also want to point out that there is *another* option for your vitals – conversion to a digital format *with* a microfilm back-up!

Steps and costs in conversion are outlined below:

- A. Filming of all documents (including pick-up, delivery, filming, all materials, processing of film, and disposition of originals) at \$50.82 per thousand documents. This original roll of film should then be stored with KIS for disaster back-up.
- B. Preparation work – includes removal of staples, paper clips, re-ordering of material, repairing tears, and so on. To be done "as needed" at \$190.00 per day.
- C. Duplicate rolls, if needed, cost \$20.58 per roll.
- D. Scanning and indexing at \$.30 - \$.35 per image.
CD's, \$25.00 each.

Whether or not you decide to perpetuate the filming program, we recommend that you *at least* invest in proper index guides and trays for ease of reference.

The second step in this area is going to sound *very* familiar - *clearly* define the archival records, which are presently "co-mingled" or stored alongside the active files! Once again, with regards to "purging" – ***you simply can't do enough (correspondence, back to 1990's/scholarship funds, back to 1980's/insurance documents, back to 1970's, and so on!!!)*** You *also* need to remember the "golden rule" in filing - individual folders should ***not*** be created until there are *at least* five pieces of paper!!!

Archival records presently stored in units 13A/C-D and 14C-D should be incorporated with the *new* archives system outlined later on in this report versus consuming valuable active file space.

With the archival records "out of the way", remaining documentation in units 8/9/10/11/12, and *current* BOA case files in 13B should be *reorganized* creating a proper **Tell-i-vision/subject file** (*sound familiar?!*).

The following supplies and labor will need to be ordered:

- | | | | |
|----|---------|--|----------|
| A. | 4 boxes | #50534 letter size blank index guides, 3rd cut
black metal top tabs #1 position. Cost, \$89.30
per box/50. Total cost, | \$357.20 |
| B. | 2 boxes | Same as A, only #2 position. | \$178.60 |
| C. | 1 set | #SPEC 100 division set green "miscellaneous
folders", letter size, 5 th cut top tabs/center po-
sition. | \$ 79.00 |
| D. | 1,500 | #10786 kraft 11-point letter size folders, 2/5 | |

- | | | |
|----|--|----------|
| | cut right tabs, reinforced back flap. Cost, | |
| | \$449.60 per M. Total cost, | \$674.40 |
| E. | 4 bags #67671 color-coded name labels. Cost, | |
| | \$21.54 per bag. Total cost, | \$ 86.16 |
| F. | 50 #51910 letter size "OUT" cards, top tab. | |
| | Cost, \$46.15 per C. Total cost, | \$ 23.08 |
| G. | ----- Drawer organizers, size/cost to be deter- | |
| | mined once units are selected. | \$ ----- |
| H. | Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files <i>and</i> "miscellaneous folders", and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system. | |

We would assign one of our records supervisors, who is billed at \$375.00 per day/one of our staffers at \$330.00 per day, *both* plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

As far as equipment to house your new Tell-i-vision system is concerned, *again* – "you're all set"! A file organizer will simply be installed in necessary drawers of existing equipment to properly support the new folders.

Next topic, all of those 5x3 vitals cross-reference cards (approximately 837")! Due to the permanency of these records, a *great* option here is to **scan and**

microfilm cards for disaster back-up. Besides, how many more separate drawer files do you really want to maintain? Steps and costs in conversion are identical to those previously outlined for your vital records on page 86, though the cost of scanning/indexing may vary.

Closing comments:

1. Voter registration cards: A **“gold star”** here for your neat and orderly *as well as* “up-to-date” files (*often not the case!!*)! The only recommendation here is the purchase of two sets of 8x5 index guides to facilitate reference. For the “active file” (approximately 753 filing inches), you will need a 750 division set, #SPEC at \$325.00. For your “discard file” (approximately 561 filing inches), you will need a 500 division set, #SPEC at \$215.00.

2. Business certificates ***back to 1998 - “purge”!*** Required retention period is only five years!! Budget books, back to 2009 – ***“purge”!!*** Required retention period is only three years!!!

SELECTMEN'S OFFICE

Several categories of files are housed between seven assorted standard steel lateral file cabinets, and they are reflected in the following inventory.

Committee files - Documentation is set up in *more* letter size green *hang-ing folders*, usually clear plastic tabs far right/inserts referencing typed captions, with a combination of yellow/colored inner folders, third cut assorted undercut top tabs/*handwritten* indexing. And, material throughout these files goes ***back to the 1970's!***

Miscellaneous files - Documentation is set up in a "hodgepodge" of letter size supplies, assorted colored and manila folders/third cut assorted undercut top tabs, which are then "bulk-filed" in letter size colored *hanging folders* – no tabs. There is a combination of *handwritten* indexing right on the folder tabs and as-sorted labels with printed captions.

License files - Majority of documentation is filed within letter size red *hang-ing folders*/assorted size clear plastic tabs/typed inserts referencing establishment name.

Units 1-5 are located right in the reception area.

1. Hon 4-drawer unit, 52 ¾"high x 36"wide x 19 ¼"deep/capacity, 33"/key lock top center
 - A. committees (*no* index guides): town accountant – COA (van repairs); 29"
 - B. democratic town caucus – open space & recreation committee; 29"
 - C. organizational charts – town-wide substance abuse committee; 18"
 - D. town center utility poles committee – zoning bylaw committee; 21"

2. same as 1

- A. "miscellaneous" files (guided by an Oxford 25 division set of pressboard index guides/5th cut assorted pre-printed tabs): town accountant (**again!**) – community preservation fund, 2000; 28"
- B. complaints, 2008 – Kohlrush Park, 2007; 31 ½"
- C. land management agreements, 2000 – River St. at Treble Cove Rd., 2005; full
- D. Salem Rd. sound barrier, 2013 – tax title possession auction, 2016; 18"

3. same as 1

- A. restaurant alcohol licenses: Casa Blanca – Playoffs; 30"
 - B. SRIJA – Wu Lawn Mowing/innholder alcohol licenses: Courtyard by Marriott – Sichuan Gourmet/liquor stores: Augusta Liquors – Kelly's Liquors; full
 - C. Lincoln Liquors – Turnpike Market/wine & malt: Nikanth Store – JP Beer & Wine (**"misfile!"**)/club all alcohol: Elks – Solomon VFW; full
 - D. continuation of 2D: telecommunications property tax loophole – **Y2K!**; full
4. 4-drawer unit, 52 ½"high x 36"wide x 18"deep/capacity, 33"/key lock top center
- A.-B. empty
 - C. - cable assorted files, same "hodgepodge" of colored hanging/inner folders (2 front-to-back rows)/Comcast, 2003-17; 18"
 - Verizon Fios, 2009-17; 3"
 - D. 2 rows – *another* "hodgepodge" of colored/hanging and manila folders...no tabs on hanging folders, lots of *handwritten* information on assorted folders
 - land donations assorted files, **back to 1990's**; 8 ½"

- tax title land sales, **back to 1990's**; 13 ½"
5. 4-drawer unit, 52 ¼"high x 42"wide x 18 ¼"deep/capacity front-to-back, 15"/key lock top center/3 rows per drawer
- A. common vic licenses: Buffets, Inc. – Zesty's Thrice; 35 ½"
 - B. - bond license renewals, 2006-18/license renewal info/bond info/one day licenses; 14"
 - class I/III licenses (blue/purple/green *hanging folders*), A-Z each category; 13 ½"
 - class II licenses (yellow *hanging folders*): Alex Falzone, Inc. – Wagon Wheel Motors/"miscellaneous"; full
 - C. 3 rows
 - license renewal liability files, 2014-18
 - license renewal server training certificates, 2008-18
 - license violations assorted files
 - D. - cell tower assorted files, **back to 2002 (at least!)/workers comp certificates, 2010**
 - Irish American Festival, **1990-91**
 - treasurer receipts, **2005-18/certified mail receipts, 2011-12**
- Units 6-7 are located in the small adjoining office, and they hold a *variety* of records, generally either "bulk-filed" in *more* letter size green *hanging folders*, or combination of hanging and assorted inner folders, "battered" tabs throughout!
6. Steelcase unit, 64 ½"high x 42"wide x 18 ¼"deep/capacity, 38 ¾"/A retractable front, B-E fixed fronts/key lock top center
- A. supplies

B.-D. meeting agendas, 2010-18; 103 ½"

E. bike path assorted files, **1992-2014**; 16"

7. Quantum 5-drawer unit, 62 ½"high x 42"wide x 18"deep/capacity, 38 ½"/A retractable front, B-E fixed fronts/key lock right of A

A. Chapter 40B: Alexander Estates – Swanson Meadows; full

B. community funds (applications/correspondence/etc.), 2004-07; 29"

C. empty

D.-E. fuel storage: 41 Alexander Rd. – 1 Wall St.; 65 ¾"

Lastly, there are records stored on two wooden bookcases/86 assorted 3-ring binders/4 bound books (approximately 305"):

- BOS minutes (46), 1910–1921/1926–1927/1930-1966/1968–2011/2013-2018
- BOS agendas (6), 1979-2009/2014-2018
- proclamations (1)
- Eagle Scout (1)
- master plan (2)
- emergency plan (1)
- hazard mitigation plan (1), 2015
- license renewals (28), 1989/1991/1994-2018

RECOMMENDATIONS

You *at least* earn a “pat on the back” for arranging these files *more or less* “by subject” – clearly the “way to go” with such files! However, you have *definitely* “strayed” from the true definition of a subject file and, *once again*, proper supplies were *never* part of the initial set up – it’s time to “standardize” in order to assist file reference and future management of these files. Simply put, ***all*** of the various files need to be “overhauled”!

Having said that, we refer you to General Recommendations #1-7 outlined on pages 3-8, as all of these apply here! AND, previous comments with regard to “clearly defining archival records *mixed in* with active files” *fit like a glove* here, too!! Once again, with regards to “***purging***” – ***you simply can’t do enough, particularly with units 4C-D/5D/6E, and 7 (cable files, back to 2003/treasurer receipts, back to 2005/tax title papers, back to 1990’s, and so on)!!!***

With the archival records “out of the way”, remaining documentation in units 1/2/3/5A-C/6B-D should be *reorganized*, creating yet another **Tell-i-vision/subject file**. You *also* need to remember the “**golden rule**” in filing - individual folders should ***not*** be created until there are *at least* five pieces of paper!

The following supplies and labor will need to be ordered:

- | | | | |
|----|--------|--|----------|
| A. | 4 bxs. | #50534 letter size blank index guides, 3rd cut
black metal top tabs #1 position. Cost, \$89.30
per box/50. Total cost, | \$357.20 |
| B. | 2 bxs. | Same as A, only #2 position. | \$178.60 |
| C. | 1 set | #SPEC 100 division set green “miscellaneous
folders”, letter size, 5 th cut top tabs/center po- | |

		sition.	\$ 79.00
D.	1,500	#10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. Cost, \$449.60 per M. Total cost,	\$674.40
E.	4 bags	#67671 color-coded name labels. Cost, \$21.54 per bag. Total cost,	\$ 86.16
F.	50	#51910 letter size "OUT" cards, top tab. Cost, \$46.15 per C. Total cost,	\$ 23.08
G.	16	Drawer organizers at \$51.25 each. Total cost,	\$820.00
H.	Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files <i>and</i> "miscellaneous folders", and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.		

We would assign one of our records supervisors, who is billed at \$375.00 per day/one of our staffers at \$330.00 per day, *both* plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

As far as equipment to house your new Tell-i-vision system is concerned, *again* – "you're all set"! A file organizer will simply be installed in necessary drawers to properly support the new folders.

Time now to address your minutes, and *once again*, a **microfilming/scanning** application is *definitely* the answer! You may also want to consider including tax title sales and land donation records. Please refer to costs for filming/scanning previously specified on page 86.

TOWN MANAGER'S OFFICE

The file categories here include personnel files, general/"miscellaneous" files, as well as some project files. The various files are housed in six assorted lateral file cabinets, units 1-5 located in the small file room/kitchen, and unit 6 located in the department.

We begin with the *personnel files* in the file room/kitchen. There is a total of 350 employees with documentation set up in a variety of colored letter size *hanging folders*: blue=police, red=fire, purple=town hall, green= DPW. These files primarily hold hiring information, disciplinary documentation, reviews, injury reports, and "inner" letter size yellow or blue folders are used to hold medical documents/created as needed. Material is *loosely* filed throughout all of the folders. Clear plastic tabs are applied in assorted positions across the back flap with neatly typed/printed name inserts, properly inverted. Standard index guides are not used, but a yellow "empty" *hanging folder* is used as a guide with tab insert referencing printed department.

Active employee files are housed in three FireKing 4-drawer lateral fireproof cabinets, 52 ¾"high/key lock right of A.

1. 37 ½"wide x 22 ¼"deep/2 rows per drawer/front-to-back capacity, 15 ¼"

A. police

- Accomando – Devito; 11 ¼"
- Dougherty – Magnan; 12 ¼"

B. - Manzi – Smith; 14"

- Taylor – Zarro/dispatcher (*only "1"*)/ambulance-paramedics: Belanger –

Youden/police paramedics/special police/police-other towns/dog officer:

Chmiel – Smith; 11 ½"

C. fire

- Annese – Iannelli; 14 ½"

- Jenkins – Yost/only 1 "miscellaneous" file; 13"

D. few "miscellaneous" files; approximately 2"

2. 44 ½"wide x 22 ¼"deep/3 rows per drawer/front-to-back capacity, 15 ¼"

A. town hall, A-Z/by department ("**21" separate files/in some cases, only one or two folders!**)

- accounting/BOA/assessor/building/community development/
conservation/COA/Fincom; 13"

- health/IT/library/planning/recreation/registrar/selectmen; 11 ¼"

- substance abuse/town clerk/town manager/emergency management/
treasurer-collector/veteran's; 10"

B. - "inherited" civil service files: correspondence/memos/employment info/
police interviews/sergeant exam, 2013/po files, 2013-14/police & fire
certification files, back to 2011-14/fire exams, 2011-16 (*at least!*); full
- few "old" fire dispatchers/department sick time sheets, 2012-13/blank
waiver forms; 7"

- few employee "issues" files/attendance sheets, 2006-2017; 13"

C. "**hodgepodge**" of civil service active and terminated employee medical
files (purged from active files!), thru 2013; 41"

D. high school project files; approximately 9"

3. 42"wide x 19 ¼"deep/capacity, 36 ¼"

- A. DPW employees: seasonal/Alkhatib – McLaughlin; 30"
- B. McLaughlin – Zechner; 15"
- C. fire department "scandal letters" from residents, 5"/few "miscellaneous" files (general fund), 2012/capital plan fire department, 2012-15/library budget, 2011, etc.; 5"
- D. **"jammed shut" (?)**

Town manager "general/miscellaneous" files are set up in letter size green hanging folders with clear plastic tabs with neatly printed inserts #1 position referencing subject/no inner folders/no index guides.

- 4. Global 5-drawer lateral unit, 65 ½"high x 42"wide x 18"deep/capacity, 38 ¼"/A retractable front, B-E fixed fronts/key lock top center
 - A. accepted streets – enterprise funding; 36 ½"
 - B. environmental issues – open space & recreation; full
 - C. Parker St. – Yankee Doodle homecoming; 31 ½"
 - D.-E. empty
- 5. Hon 4-drawer lateral unit, 52 ¾"high x 36"wide x 19 ½"deep/capacity, 32 ¾"/key lock top center
 - A.-B. empty
 - C. dog complaint files: Adams – Wright, 11"/union issues: 2010-13, 2012-15, 2013-16, 2016-19; 10"
 - D. 40B projects: Alpine Village/Graystone Estates/Sumner Farms, etc.; 25"

Another Hon 5-drawer lateral cabinet holding more project related files is located right outside the file room/kitchen, 66 ¾"high x 42"wide x 19 ¼"deep/capacity, 38 ¾"/A retractable front, B-E fixed fronts/key lock top center.

6. A. supplies

B. new high school, A-Z subject file with documentation set up in letter size blue *hanging folders*/no inner folders, clear plastic tabs/inserts referencing title: abutter issues – waste management; 28 ½"

C. **"hodgepodge"** of labor-related files (fire chief assessment/job applications...) with documentation set up in assorted letter size folders/"bulk-filed" in more *hanging folders*; 15"

D.-E. empty

RECOMMENDATIONS

First order of business here, personnel files. *AND*, with 350 employees, it is definitely time for you to "upgrade" to one of the most commonly used **color-coded** alphabetical filing systems, which is known as **Variadex**.

To understand Variadex, you must first memorize the vowels A,E,I,O, and U. Now, change the "U" to "R" - A,E,I,O,R. The next step is to form a chart and assign each letter to a color equivalent:

A	=	orange
E	=	yellow
I	=	green
O	=	blue
R	=	violet

Next, fill in the missing letters:

Abcd	=	orange
Efgh	=	yellow
ijklmn	=	green
Opq	=	blue
R - Z	=	violet

Now, remember to code each name by the second letter of the last name as you file (*except for Q!*). Tigue, Patricia would be in a green folder; Donahue, Jean would be in a blue folder; Shaw, Nancy would be in a yellow folder, *and so on*. Only the color of the folder changes. Filing is *still* done in straight alphabetical order!

The *obvious* question is "What have we accomplished?". Suppose you were going to the file to find Tigue. You would know *immediately* that you were looking for a green folder. When you arrived at the "T" section of the file, you would *probably* find an arrangement something like this:

Taaffe
Tacito
Tadd
Talbot
Tardif, etc.

Note that, according to our chart, all of the preceding folders would be orange. There would not likely be any "Tb" or "Td" names; but, *if there were*, they would be orange also.

Next would come:

Teague
Tedeschi
Teeter
Teiner
Temple, etc.

All of these folders would be yellow.

Next you would find:

Tiano
Tibbetts
Tierney
Tiffany, etc.

RECOMMENDATIONS

Well, if you "loved" the **Variadex color-coded** filing system previously specified for *personnel files* in the Town Manager's office, then you'll simply love it for personnel files here, too! Therefore, we recommend it to you again!! By adopting our recommendations, you will end up with only "**one**" A-Z file versus *at least* "**32**" separate files that exist now.

The following supplies and labor will need to be ordered for the **Variadex** conversion:

- | | | | |
|----|--|--|----------|
| A. | 500 | #12010 letter size Variadex folders, straight edge,
"cut down" front flap. Cost, \$44.36 per C. Total cost, | \$221.80 |
| B. | ----- | #1600 series Tabbies to signal categories.
Cost, \$23.85 per box (# to be determined). | \$ ----- |
| C. | 1 box | #5366 white labels, pressure-sensitive. | \$ 60.75 |
| D. | 1 set | Alphabetical top tab index guides, letter size,
50 division, #SPEC. | \$125.00 |
| E. | 50 | #OG-24 letter size, top tab, "OUT" cards. | \$ 23.08 |
| F. | Labor to convert. It will be necessary to type (<i>or laser print!!</i>) approximately 350 labels, convert material from old folders to new folders, " <i>as is</i> ", affix labels and colored tabs. Finally, index guides will be installed, Tabbies applied, folders re-organized creating <u>one</u> A-Z file, and your staff will be trained in the maintenance and perpetuation of the new system. | | |

We would assign one of our records supervisors, who is

billed at \$375.00 per day, plus expenses, for an estimated five days to complete the conversion.

Having said that, fireproof file cabinets *are* needed in this area; however, the “**good news**” is that no new equipment purchase will be necessary – simply “adopt” the three fireproof cabinets that we discovered in the archives along the balcony on the second floor! These files presently house *terminated* employee files, which could simply be microfilmed and then *destroyed* – “available firefiles”!!

Closing comments:

1. **Tell-i-vision/subject file** to address records in unit 2C-D. The following supplies will need to be ordered:

A. 1 box	#50534 letter size blank index guides, 5th cut black metal top tabs #1 position.	\$ 89.30
B. 1 set	#SPEC green “miscellaneous folders”, letter size, 5 th cut top tabs/center position, 50 divi- sion.	\$ 45.00
C. 300	#10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. Cost, \$44.96 per C. Total cost,	\$134.88
D. 1 bag	#67671 color-coded name labels.	\$ 21.54
E. 25	#51910 letter size, top tab, “OUT” cards at \$46.15 per C. Total cost,	\$ 11.54
F. 2	Drawer organizers at \$51.82 each. Total cost,	\$103.64

2. Tax title documents/approximately 588”: microfilm and scan, thereby pre-serving permanent records and “freeing up” much needed space for new files! Con-

vert files through 2018 with new files created for 2019. Please refer to page 86 for associated costs.

3. Incorporate *equivalent* of **104 standard size boxes** of records with the "new" archives system – no more "piles" of paper everywhere!

TAX COLLECTOR'S OFFICE

There are two groups of records stored here: (1) paid bills, (2) municipal lien certificates. *Current paid bills*/"batched" by day are housed in two Tennsco 6-drawer vertical cabinets, 52 ½"high x 21"wide x 28"deep/2 rows/capacity per row, 26 ¼"/key lock right of A.

1. A. 7/2/18 – 7/18/18; 52 ½"

B. 7/19/18 – 7/26/18; 43 ¼"

C.-F. empty

2. same as 1

A. paid bills/lockbox: 6/29/18 – 7/20/18; 20 ½"

B.-F. empty

MLC's are "bulk-filed" in assorted letter size manila folders with third cut assorted undercut top tabs/map number simply *handwritten* right on the tab. And, filing is numerical by parcel number within folders. Manila folders are then individually filed in letter size green *hanging folders/no* tabs. Index guides are not installed.

These files are housed in seven assorted 4-drawer standard steel vertical file cabinets.

3. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 25"

A. 1 - 8; 22"

B. 9 - 13; full

C. 14 - 17; 23"

D. 18 - 25; 21 ¼"

4. same as 3

- A. 26 - 31; 22 ½"
- B. 32 - 34; 20 ¼"
- C. 35 - 36; 20"
- D. 37 - 40; full

5. letter size unit, 52"high x 15 ¼"wide x 26 ¾"deep/capacity, 24 ½"/center rod
projections

- A. 41 - 42; 17"
- B. 43 - 46; 22 ½"
- C. 47 - 51; full
- D. 51 - 54; 23 ½"

6. same as 5

- A. 55 - 61; 21 ½"
- B. 61; 20 ½"
- C. 62 - 65; 23 ½"
- D. 66 - 69; 21 ½"

7. same as 5

- A. 70 - 73; full
- B. 74 - 77; 22"
- C. 78 - 80; full
- D. 80 - 82; full

8. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 23 ½"/key lock
"missing" top right

- A. 83 - 85; 17"

- B. 86 - 87; 15 ½"
 - C. 88 - 89; 22"
 - D. 90 - 91; 22 ½"
9. Hon legal size unit, 52"high x 18 ¼"wide x 26 ½"deep/capacity, 24"
- A. 92 - 96; 19"
 - B. 97 - 98; 13 ½"
 - C. 99; 22 ¼"
 - D. 100 - 109; 19"

There are *a/so* four 5-drawer standard plan cabinets in this office, "stacked" one on top of the other, 15 ¼"high x 41"wide x 28 ½"deep: 1986/1994-2009.

RECOMMENDATIONS

1. Current paid bills are simply "batched" by day and routinely transferred to storage – *just as they should be!* And, there is plenty of storage space within the department to house these files.

2. MLC's/approximately 600" – simply put, ***"purge"!*** The recommended retention period is *only* five years!!

ASSESSOR'S OFFICE

There are four groups of files stored in this office between two rooms: (1) property/map files, (2) assessment cards, (3) grantor/grantee cards, (4) bound books.

(1) Property/map files – Documentation is *loosely* filed in letter size manila folders with third cut assorted undercut top tabs/*some* with pre-printed section on tabs. The map/block/lot numbers are simply *handwritten* right on the folder tabs/*sometimes* map number only. Manila folders are then “bulk-filed” in letter size green *hanging folders/no* tabs, and index guides are *not* installed.

These files are housed in 11 standard steel 4-drawer vertical file cabinets, variety of makes, arranged along one wall.

1. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 25 ½"/"missing"
key lock top right
A.-B. 1 – 9; 36 ½"
C. empty
D. map changes/parcel corrections; 6"
2. same as 1
A.-D. 10 – 22; 71 ¼"
3. Business Equipment letter size unit, 52"high x 15"wide x 26 ½"deep/capacity,
25 ½"/center rod projections/"missing" key lock top right
A.-D. 22 – 34; 75 ½"
4. Hon letter size unit, 52"high x 15"wide x 26 ½"deep/capacity, 25 ½"/key lock top
right

A.-D. 34 – 43; 75 ½"

5. same as 4

A.-D. 44 – 55; 76 ½"

6. same as 4

A.-D. 56 – 67; 83"

7. same as 4

A.-D. 68 – 78; 70 ½"

8. same as 4

A.-D. 78 – 86; 73 ½"

9. Statesman letter size unit, 52"high x 14 ¾"wide x 26 ¼"deep/capacity, 24 ½"

A.-D. 87 – 91; 67"

10. Steelmaster letter size unit, 52"high x 14 ¾"wide x 26 ½"deep/capacity, 25 ½"/
center rod projections

A.-D. 92 – 99; 71 ½"

11. Hon legal size unit, 52"high x 18 ¼"wide x 25 ¼"deep/capacity, 23 ½"

A.-D. 99 – 109/400; 53 ½"

Assessor cards - "old" 9x6 cards are housed in one Tennsco 6-drawer vertical cabinet, 52"high x 21"wide x 28"deep/2 rows/capacity per row, 26"/key lock right of A. Cards are well-guided.

12. A. Albion Rd. – Wyman Rd.; 46"

B. Abbey Ln. – Gov. Saltonstall Rd.; 48 ¼"

C. Grandview Estates – Wyman Rd.; 46 ¾"

D. Parkview – Rio Vista; 43 ½"

E. River Pines – Sherwood Forest; 45 ½"

F. Shore Acres – Yorkshire Estates; 31"

Grantee/grantor 6x4 cross-reference cards are arranged both numerically by plate number/by parcel number within, and alphabetically. AND, these cards are housed in two standard steel vertical file cabinets. The numerical file is guided by 6x4 manila index guides/5th cut assorted "self tabs", *handwritten* plate number/often parcel number, too. The alpha file is guided by 6x4 manila index guides/combination of third and fifth cut tabs with *handwritten* or printed alpha captions.

13. Steel Age 7-drawer unit, 52"high x 15"wide x 28 ½"deep/2 rows/capacity per row, 26 ¼"

A. 1 – 39; 40 ½"

B. 40 – 66; 40 ¾"

C. 67 – 90; 38"

D. 91 – 109; 22 ½"

E. town cards; 9 ¼"

F.-H. empty

14. Shaw Walker 9-drawer unit, 52"high x 15 ½"wide x 27 ¼"deep/2 rows/capacity per row, 25"

A. A – C; 29 ¼"

B. D – J; 33"

C. K – O; 33 ½"

D. P – Z; 40 ½"

E. – I. empty

There are *also* three assorted file cabinets holding *deleted* grantor/grantee cards filed by plate number: 1 – 109; approximately 569 ¾".

RECREATION DEPARTMENT

Simply put, a *real* “**hodgepodge**” of records is spread out between three separate areas: front office, Dave/Donna’s office, meeting room. The majority of the various records is housed in nine standard steel assorted file cabinets with additional records stored in bookcases *as well as* in several boxes throughout the office, either arranged on top of cabinets or, *right on the floor!*

Front Office

Personnel records – Donna informed us that all of these files along with any payroll documents are simply duplicates, as original documentation is forwarded to the town hall. Terminated employee files are *periodically* purged from the active files – last completed about five years ago! Documentation is set up in a *real* assortment of letter size colored folders/generally, *handwritten* names, not always inverted properly, sometimes year referenced. Folders are guided by a 25 division set of Quill pressboard index guides.

1. Steelcase 4-drawer letter vertical unit, 52 ¼”high x 15”wide x 28 ½”deep/capacity, 25 ½”/key lock top right
 - A. few “volunteer files”/few “miscellaneous” files/Adler – Duggan; ***jammed full***
 - B. Edwards – Ju; 18”
 - C. Kalmes – Ouellette; 21”
 - D. Panaligan – Zimmerman; 20”

Miscellaneous files – Many of these files revolve around program information with documentation set up in a combination of *hanging folders* and assorted letter size inner colored folders/labels referencing titles.

2. Hon 4-drawer lateral unit, 53"high x 42"wide x 19 ¼"deep/capacity, 38 ½"/key lock top center
 - A. blank forms/few *completed* forms (incident reports, back to 2009/daily parks reports, 2018...)/"stack" of documents; 32"
 - B. assorted registration forms (pre-school/youth...), 2017-18; 25"
 - C. few more program files, 2016-18; 8"
 - D. archival records ("mess"): lots of photos/bikeway correspondence files/ studies/Middlesex Canal commission/Merrimack River watershed, etc., **back to 1990's**; 26"

There are *also* two 3-ring binders with W-9 forms and permit requests for 2016 stored in a 2-door cabinet.

Dave/Donna's Office

Administrative files, including grant information/budgets/accounting documents, *etc.* are also set up in a real "**hodgepodge**" of letter size supplies and, there is simply no "rhyme or reason" to the arrangement of these files!

3. Hon 2-drawer letter vertical unit, 29"high x 15"wide x 26 ½"deep/capacity, 25"
 - A. open space files, **back to 1990's-2016 (at least!)**
 - B. grant files, **back to 1990's-2018**
4. Anderson Hickey 4-drawer letter vertical unit, 52"high x 15"wide x 26 ½"deep/capacity, 25"
 - A. general information (playgrounds/skateboard-Lampson Complex/bikeway, etc.), copies of labor contracts/correspondence/copies of po's, *etc.*, **back to 1997-2007 (at least!)**; full
 - B. BMX racetrack, **back to 1990's**/fishing grant, 2010-11/recreation & camp

expo, 2009-10/youth golf league, 2002/portable restrooms, 2008-13/*more* accident, incident reports, **back to 1990's, etc.**; full

C. work programs, **back to 2001**

special olympics, back to 2000

appointments/meetings/annual reports, **back to 1980's-2002 (at least!)**

budgets/5 year plans, **back to 1980's-2012, etc.**; full

D. Lewis Bldg. RFP, **2005**/bikepath proposal, **1996**/Micozzi Beach assorted files, **1990's**/boating access, **back to 2000**/Lampson Complex meetings, **back to 2001 (at least!)**/DCR grant, **2006**/VMP assorted files, **back to 1980's, etc.**; full

5. same as 4

A. town seasonal employment applications, **back to 1990's-2015**/correspondence, **back to 1990's/lots** more blank forms/lots of copies of invoices-po's, **back to 2001 (at least!)**; full

B. IA forms, 2008/lots more blank forms/memos & policies, **back to 1990's/lots** of employment action forms, **back to 1990's**/salary information, **back to 1980's/few** more *personnel files, etc.*; full

C. deposits-revolving-budget accounts-refunds, 2018-19/independent contractor agreements, 2008-10 (*at least!*)/assorted consignment files, 2008-2009/certificates of insurance, **back to 1980's, etc.**; full

D. RFP's Lampson Complex, **back to 1990's, etc.**

Additional records are stored on two metal bookcases, 78"high x 36"wide x 12"deep/5 shelves – "**hodgepodge**" of assorted 3-ring binders/wire bound reports (approximately 185"), 3 odd *plastic bins*, 1 odd box: dog park/Micozzi Beach/

Lampson/lots of proposals-specs-engineering reports, **back to 2007**/playground inspection reports, 2006-13/community garden/Lampson public meeting, 2001, etc.!

Meeting Room

Miscellaneous files (again!) are housed in four more assorted vertical file cabinets arranged in one corner of this space along with several cabinets holding decorations, etc.!

6. same as 4

- A. deposits, 2014-15/conservation DOA request, **1999**/Boston Rd. development, **1995**/insurance recovery, **1997-99**/revolving account, **1990's**/more blank forms; 13"
- B. Yankee Doodle homecoming (applications, 2015-16/bylaws, 2011/vendor lists, **back to 2003**/meeting agendas, 2011...); full
- C. bills/revolving account, 2015-16; 12"
- D. empty

7. same as 1

- A. FOBR: po's/invoices, 2013; deposits/bank statements, 2014-16/2018; full
- B. FOBR: annual reports/correspondence/articles of organization/tax forms/ more po's, etc., **back to 1990's-2017**
- C. "old" program literature, **back to 1990's-2017**
- D. more program information/budgets/blank forms, etc., **back to 1990's**

8. same as 1

- A.-C. supplies/empty

D. field permit files, 2016; 12"

9. 2-drawer letter vertical unit, 29 ½"high x 15"wide x 26"deep/capacity, 24 ½"

(1 "empty" drawer): *more* field permit files, 2017; 16"

Lastly, our inventory of the boxes revealed the following:

- 1 24 inch box: volunteer applications/evaluations, etc., back to 2005 (*at least!*)

- 1 24 inch box: deposits/revolving/budget accounts, FY'17

- 1 24 inch box: invoices/paid bills, FY'17-18

- 4 24 inch boxes: ?

RECOMMENDATIONS

At the risk of sounding like common “scolds”, we must point out that ***much*** of your file space could be reclaimed by simply “***purging***” *old, irrelevant, and useless* documents, which can either be destroyed immediately or at least transferred to the archives, thus “freeing up” space and making the files more manageable! As you can easily see from the preceding inventory, there are ***lots*** of files here (“old” grants/salary information/budgets/RFP’s/correspondence/copies of purchase orders, *etc.*) ***that go back to the 1980’s!!*** In fact, out of a total of “32” file drawers, *at least* “18” drawers hold candidates for destruction!!! We’ve said it before and we’ll say it again – ***you simply can’t do enough purging here!!!!*** AND, the “**good news**” is that a review of these records could be done in conjunction with the archives program implementation outlined in the following section.

Once the purge task is completed, remaining documentation should be “re-organized” creating *another Tell-i-vision/subject file* – please refer to General Recommendation #5 pages 5-7.

The following supplies and labor will need to be ordered:

A.	2 bxs.	#50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. Cost, \$89.30 per box/50. Total cost,	\$178.60
B.	1 box	Same as A, only #2 position.	\$ 89.30
C.	1 set	#SPEC 100 division set green “miscellaneous folders”, letter size, 5 th cut top tabs/center po- sition.	\$ 79.00

- | | | | |
|----|--|---|----------|
| D. | 1,000 | #10786 kraft 11-point letter size folders,
2/5 cut right tabs, reinforced back flap. | \$449.60 |
| E. | 1 bag | #67671 color-coded name labels. | \$ 21.54 |
| F. | 25 | #51910 letter size "OUT" cards, top tab.
Cost, \$46.15 per C. Total cost, | \$ 11.54 |
| G. | ----- | Drawer organizers, size/cost to be deter-
mined once units are selected. | \$ ----- |
| H. | Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files <i>and</i> "miscellaneous folders", and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system. | | |

We would assign one of our records supervisors, who is billed at \$375.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

As far as equipment to house your new Tell-i-vision system is concerned, *again – "you're all set"!* A file organizer will simply be installed in necessary drawers of existing cabinets to properly support the new folders.

Time to address those *personnel records*. All of those terminated employee files should *obviously* be purged and destroyed along with any duplicate payroll records – original files for these records are maintained in the archives at town hall. This task should be easily completed by your own staff, and will "free up"

much needed space within the file cabinet. And, since these files are simply duplicate files, fire protection is not necessary.

Lastly, any purged files that you do need to retain, as well as the various boxes of records noted in the preceding inventory section, should be incorporated with the "new" archives system outlined in the following section. Once the system is in place, you will be able to *easily* track stored records via a computerized inventory maintained by town hall!

ARCHIVES

The town does ***not*** have a formal records retention program in place – ***no*** “customized” written retention schedule, ***no*** index or cross-reference system, ***no*** locator system, ***no*** destruction program.

Overall responsibility for the archives has not been delegated to anyone in particular. The individual departments are “more or less” responsible for purging and boxing up their own records, *as well as* for labeling the boxes. ***AND***, there are ***no*** “standards” in terms of boxes *or* indexing, and ***no*** procedures for either adding *or* removing records to and from the various storage areas!

Records are stored in a ***wide*** variety of boxes, *many* 24 inches deep and ***too*** heavy, ***lots*** of odd size/some standard and check size boxes, *several* “over-sized” 3-cube boxes, as well as *many* assorted vertical/lateral file cabinets, ***lots*** of three-ring binders, assorted card files, *some* “homemade” wooden shelving/*some* steel sections, few *box covers*, “***tons***” of bound/metal post ledger books, ***lots*** of computer printout binders, *many* assorted size rolled plans ***AND***, ***lots*** of “batches”/“piles”! Indexing on the boxes, etc., *also* varies a ***great*** deal: title/date(s) *or*, title/year(s) *or*, title only *or*, department/title only *or* – “***lots***” of our favorite! – ***nothing at all!!***

If all of the above weren't bad enough, the indexing often appears ***on the top or side of the box***, ***so you can't even see it when boxes are “stacked” or arranged on shelves!*** Sometimes the contents of boxes do ***not*** even correspond to the indexing, ***AND*** *many* boxes include a really “mixed bag” of documents – “hodgepodge”!! In many cases, boxes have *also* been left “open” after review,

many more boxes have just been “broken open” or “crushed” due to stacking, lots of “broken” and “missing” box lids **AND**, aisle space is *often* “blocked” by boxes/equipment/“junk”, making reference extremely difficult – **and “physical”!!!** There are *also* supplies and decorations stored amongst the records in *several* of the storage areas.

The following archival records are all stored on-site at the town hall, “spread out” between the balcony on the second floor (A) and nine separate areas of the basement (B-J).

(A) BALCONY (2ND FLOOR) – Records are stored in a combination of several assorted vertical/lateral file cabinets and “**tons**” of boxes, which are simply “stacked” on top of cabinets or one on top of the other ***right on the “steps” and floor!*** AND, *several* of the preceding comments apply here – *decorations/supplies/“junk” in the way* of access to records!! Many boxes do have a list of contents taped **to the top** of the box **BUT**, it’s “hidden” when boxes are “stacked” on top!!! Other boxes do have a contents list ***inside***, no indexing on the outside of the box, so “mystery boxes” must first be “*de-stacked*” and then opened in order to identify contents!!!! The aisle space in this area is either “non-existent” or just “blocked”, and stacked boxes *also* block access to cabinets. Simply put, accessing records in this area is very “challenging” – **a real “workout”!**

Our inventory revealed the following records (excluding school department files):

- 1 4-drawer letter vertical cabinet: “old” lawsuits, A-Z, ***back to 1990’s (at least!)***
- 1 4-drawer letter vertical cabinet: 1 drawer=cable TV (AT&T/Media One,

etc.), **back to 1990's (at least!)**; 1 drawer=cell towers/Korean War memorial/Vietnam Veterans park, **back to 1990's**; 1 drawer=constables, **1981-1997**/towing contracts, 1993-96/STM, 2006, etc.; 1 drawer=cable TV contracts, 1990's (*at least!*)

- 1 4-drawer letter vertical cabinet (1 "empty" drawer): 1 drawer=personnel bylaw amendments, 1970's-80's/wage contracts, 1980's/civil service annual reports, **1980's-90's**/personnel correspondence, **1980's**/town meeting warrants, 1980's (*at least!*); 1 drawer=various salary increase files, **back to 1970's**/expenses, **1970's-80's**; 1 drawer=personnel board & Fincom requests, **1980's**/personnel arbitration files, 1980's (*at least!*)

- 1 4-drawer letter vertical cabinet: 3 drawers=alcohol license files, A-Z, back to 1970's (*at least!*)/some growth management plans-master plans, 1980's-2002/state of town data report, 2001; 1 drawer=workers comp for license renewals, 2003-08/Griggs Farm land purchase, etc., 1990's

- 1 odd box: annual spring/fall town meetings, 1999-2003/receipts for licenses, **2005**/zoning reports, 1989-1991/*some* more legal files/Roy Bros. zoning issues, 1986-1991/towing contract, 1989-1990/schedules of payments to treasurer, **1991-2000**/BAN payments to town, 1992-95, etc.

- 1 3 cube box, 2 24 inch: ?

- 6 24 inch boxes (subject A-Z files): air quality – water rate study, 2006-2014 (*at least!*)/Sunrise Development/"old" union contracts, etc., 2003-10 (*at least!*)

- 1 odd box/"hodgepodge": health resources, **2002-06**/*some* conservation minutes, 1983-89 (*at least!*)/unemployment compensation benefits, **1990's**-

2003 (at least!)

- 2 odd boxes: search committees-resumes/job applications, 2011-12 (*at least!*)
- "stack" (approximately 5"): wire bound reports (wastewater management plan/environmental notification form, etc.), 2008
- 3 odd boxes (**1 "broken"!**), 1 standard, 1 plastic case: selectmen meeting/executive session meeting tapes, 1988-1998 (*at least!*)
- 1 odd box: fuel storage revocations/receipts for fees/paid licenses, 1990-1997; certified mail receipts re:license notifications, 1990's, etc.
- 1 odd box (**"crushed" lid!**): 1 day liquor licenses, 1983-1999
- 1 24 inch box: phone/electric bills, **1999-2000**; invoice entry proof lists, **1999-2000**; town budget, **2001**, etc.
- 2 24 inch boxes (**1 "broken"!**), 1 odd: annual/special town meeting reports, 2013/2015/2017
- 1 6x4 metal file: employee wage cards
- 1 10x12 cardboard box: employee history cards
- 3 odd boxes, 1 large, 2 mobile carts, *some* "loose": approximately 98 assorted size rolled plans
- 1 24 inch box: solid waste committee, 1984/street acceptances & discontinuances, 1991-2002/street name changes, 1990-97/tax exempt committee, 2006/town counsel applications, etc.
- 1 24 inch box/BOS: various litigation files/farm animal commitment/fiber optic/*more* 1 day liquor licenses/ABCC affidavits, 1993-2006
- 1 5-drawer letter vertical cabinet (1 "empty" drawer): 2 drawers=fall/spe-

cial town meeting files, 1995-2003; 1 drawer=CIP program, 1991-99; 1 drawer= budgets, **1990-99**

- 1 5-drawer letter vertical cabinet: 1 drawer=MIIA workers comp claims/ loss reports, 1991-99/2003-05; 1 drawer=*more* insurance, workers comp claims & loss reports, 1998-2002/pothole claims, 2005-07; 1 drawer=insurance certificates of liability, **1995-2003**/certificates of insurance, **1996-2004**/"miscellaneous" insurance, **1990's**/MIIA property appraisals, statements of value, etc., **1990's**, etc.; 1 drawer=*more* pothole claims, 1995-2004; 1 drawer=audit specs/bids, **1990's**

- 1 5-drawer letter vertical cabinet: 4 drawers=minutes, A-Z by department, 1980's-2003 (*at least!*); 1 drawer=class I/II license files, back to 1970's/affirmative action plan, **back to 1970's**

- 1 2-drawer letter vertical cabinet/*more* selectmen subject files: bike path/ Griggs Farm/Kennelly Farm/pole locations & optic cable/zoning issues, etc., **back to 1990's-2006 (at least!)**

- 7 24 inch boxes/*more* selectmen subject files: A-Z (Assessor Assoc., **1980-1996**/betterment files, sewer & street/Ceta/inventory/library building committee/MA Highway, **1996**/Middlesex Turnpike assorted files/open space plan, 2007/ senior citizens relief program/sewer contract, 1990's/Tewksbury water treatment plant/towing contract, 1987/unions/zoning bylaw special counsel, etc.)

- 1 odd box: community fund applications, **2004-08**

- 1 odd box: R.A. Bossi (?)

- 1 24 inch box: various board & committee appointment letters, 1988-1993

- 1 24 inch box: *more* workers comp forms for licenses, 2009-15; "miscellaneous" folder - server training certificates, 2000-01; Mac's II liquor license

- 1 24 inch box ("**taped**!"): town counsel/assorted town meeting files, *etc.*, 2000-2010

- 1 24 inch box/selectmen: A-Z "archived binder files" (Aspen Apts., 2008/ mall redevelopment, 2006/Comcast renewal, 2008/superfund, 2000/Verizon proposal, 2008, *etc.*)

- 3 3 cube boxes: A-Z invoices paid, 2012-14

- 1 3 cube box/"**hodgepodge**": correspondence, **1980's-90's**/rite-to-know, **1980's**/strategic planning, **1987**/various surveys, **1980's**/published tax list, 1989/town hall parking, **1989**/town planner, **1985-86**/wetlands zoning bylaw, *etc.*

- 3 24 inch boxes: "**old files**", A-Z (Abbott Singing Fund, **1986**/Cuzzupe vs. BOA, 1992/Green-Up day, **1990's**/payroll services bid, **1989**, *etc.*!)

- 2 24 inch boxes: *more* legal files

- 2 24 inch boxes/*more* "miscellaneous" files: affordable housing – Yankee Doodle

- 2 24 inch boxes: 40B's

- 1 24 inch box: OT committee, **1980's**/OT report to board, **1991**/public works bids, **1993-94**/MMA assorted files, **1980's**

- 1 24 inch box: fuel storage licenses/*more* revocations, *etc.*, 1970's-1990's (**at least!**)

- 2 "*loose*" 3-ring binders (approximately 6"): Freedom Hill drainage/comprehensive permit application, 2001

- 1 24 inch box: new Parker school, 2013-14

- 3 standard boxes, 2 24 inch: John Curran assorted files (Parker school sub-bidders/Shaffer landfill documents/election file sub-bidders/Parker school

masonry documents/CTA documents, etc.)

- 1 24 inch box: *more* Freedom Hill comprehensive permit applications/
lots of folded plans; Salisbury Hill Estates comprehensive permit files, 2001
- 12 24 inch boxes, 1 standard: "archival records, 1970's-2002" (Billerica center, crosswalk, bridge, Gray St., Chapter 90, Department Public Utilities, double poles, housing authority, Manning Rd.-Newfell, P., NMCOG, recreation, recycling, SIL, sign bylaw, traffic, water billing issues, zoning bylaws, *etc.!*)
- 1 24 inch box, 1 standard: S. Michelini "old" contracts
- 47 standard boxes: *more* legal files (returned from K&P), 1999-2014 (*at least!*)
- 1 24 inch box ("**crushed**!"): worker comp claims, 2007
- 1 odd box: *some* job applications, **2007**/elderly & disabled taxation fund committee, 2001-08
- 2 odd boxes: public records law/open meeting seminar, 2016
- 1 24 inch box: grievance files, back to 1990's-2002 (*at least!*)
- 2 4-drawer letter vertical cabinets (1 "empty" drawer/1 drawer, only "1" folder): 2 drawers=*more* assorted subject files (agenda-BOS – Woodland Rd.), **back to 1980's**; 2 drawers=water & sewer assorted files (rate info/EPA literature/treatment plant/rate surveys, etc.), **back to 1990's**; 1 drawer=DPW info-projects, **back to 1990's**; 1 drawer=COA assorted files, **back to 2000**/"miscellaneous" procurement, **back to 1990's**
- 1 standard box: Hajjar/Parker school projects, 2010
- 26 assorted 3-ring binders (approximately 89"), 1 24 inch box: memos/letters, **1995-98/2005-17**

- 1 4-drawer 36 inch lateral cabinet: 3 drawers=civil service job applications, **back to 1980's-2016**/certifications returned, **1998**/job applications & resumes, **back to 1990's (at least!)**; 1 drawer=police/fire certifications, **1990's-2008 (at least!)**

- 1 standard box: *more* job applications/interview evaluations, 2007-08

- 1 standard box: *more* grievance files/certifications/worker comp claims/resumes, etc., 2007-08

- 1 24 inch box: tree lighting/"outdated" common vic licenses/*more* revoked flammable storage licenses/quality paper/Mancuso – Webb Brook Rd./class II licenses/town accountant, *etc.*

- 2 24 inch boxes/town manager's office: budgets, **1992-97 (at least!)**/management letters, **1990's**/Concord Rd. & Middlesex Turnpike projects, 1990's/CIP, 1980's-1990's/copies of building inspector files, **1990's**, *etc.*

- 3 standard boxes (**1 "crushed" lid!**): "archives" (accountant/audit, 2005 – Bridge, River St./election "miscellaneous"/Eliot St. – internet & mail)

- 1 24 inch box (**"crushed" lid!**)/town manager: "old" contracts, **back to 1970's**

- 1 24 inch box/town manager: MII claims, A-Z, back to 1990's (*at least!*)

- 1 standard box, 1 odd, 1 small: documents for sewer contract #33

- 1 standard box: TN Gas pipeline

- 62 standard boxes, 2 odd: DEP street files (numerical), back to 1970's (*at least!*)

- 1 odd box: info re:wetlands bylaw

- 3 24 inch boxes: Rt. 3 project files

- 2 standard boxes: Nutting Lane dredging project files
- 1 odd box: Murphco, Inc. determination of applicability
- 1 odd box: power plant – watchers submission to concom
- 1 “loose” wire bound report (approximately 2”): NOI – Baker landfill, 1996
- 1 odd box: request for determination/Cosco St. & Gatepost Estates storm-water calcs..., 2006
- “stack” of assorted 3-ring binders/few wire bound reports (approximately 8”): Brookfield Estates, 1994/landfill feasibility study, **1991**
- 3 large “loose” envelopes/1 accordian file (approximately 7”): fall town meeting, 2007; concom bills, **1993-95/1998-2006**
- 1 standard box: Vern Rivet
- 1 odd box: concom “miscellaneous” photos, etc.
- 2 24 inch boxes, 1 5-drawer 36 inch lateral cabinet (1 “empty” drawer): veterans A-Z files (benefit applications/correspondence/vital statistics...)
- 1 4-drawer letter vertical cabinet: 2 drawers=*more* A-Z veterans benefit files; 2 drawers=bills payable, 2010-13
- 2 FireKing 4-drawer lateral fireproof cabinets, 1 37 ½”wide/1 42”wide (3 “empty” drawers): terminated employees, A-Z
- 1 Schwab 5000 4-drawer lateral fireproof cabinet/43”wide: *majority*, more A-Z terminated employees/”**hodgepodge**” of out-of-order files, back to 1980’s (*at least!*)
- 1 4-drawer letter vertical cabinet, 1 4-drawer legal vertical cabinet: *more* A-Z veteran files
- 1 3-drawer letter vertical cabinet: scholarship foundation assorted files

As previously noted, the following areas (B-J) are all located throughout the basement.

(B) ACCOUNTING/TREASURER/ASSESSOR LEFEBURE VAULT – The entrance is approximately 78”high x 32”wide, and the inner dimensions are approximately 243”wide x 391”deep/ceiling height, about 1 18 ½”/2 floor-ceiling posts. This space is actually “broken up” into three separate “caged-in” areas (*lots of “wasted” space!*), and our journey begins at the back of the vault, where accounting records are stored.

Accounting Cage - Most of the records in this area are arranged on ten sections of steel adjustable shelving, 87”high x 18 ½”deep/6 tiers:

- 8 sections: 36 ½”wide
- 2 sections: 48”wide

Additional records are housed in a few assorted vertical file cabinets with several boxes either arranged on top of cabinets *or* arranged right on the floor. In any case, our inventory revealed the following records:

- approximately 121 assorted size bound books (approximately 226”): gl, early 1900’s/1940’s-50’s; cash, early 1900’s/1940’s-60’s; classification ledgers, 1970’s-80’s; journals, 1920’s-60’s; voucher checks ledger, early 1900’s; payroll warrants, 1960’s; few annual reports, 1940’s; school warrants, 1980; schedule of treasurer receipts/appropriation ledgers/trial balance/treasury warrants, 1970’s; ***“unused checks, 1929”!***

- “stack” (approximately 2”): financial transaction reports, 1930’s
- approximately 4 “*giftwrapped packages*” (approximately 18”): school payroll warrants/payroll register, 1970’s; appropriation ledger cards, 1967

- approximately 323 assorted size computer printout binders (approximately 912")/continuous form, 15x11/11x8 ½, "loose" sheets (approximately 22"): check recons, 2006-2012/2014; warrants, 1992-94/1996-99/2007-14; cash disbursements, 1998-99/2006-14; 1099's, 1999/2006-09/2011/2013; invoice entry proof, 1998-99/2006-14; payrolls, 2006-07/2009-14; invoice maintenance, 2006-2009/2012; voids, 2006-13; revenue/expense, 1997-98/2009; trial balance, 1984/1993-94/1996-99/2009; payroll time sheets, 2008; create/change, 1988-1991; journal entries, 1993-94; check registers, 1988-89/1991-92/1998-99/2013; payroll detail proof/general journal entries, 2012; account history, 1999; audit reports, 1988-89/1992; balance sheets, 1990-91; paid invoices, 1988-1992; check logs, 2012; budget worksheets, 1993-94/1999; gl, 1991-92; year end transaction history, 1992-99; AP distribution, 1996-97; receipts, 1992-94; purged checks, 1996-1997, *etc.*

- 1 odd *mail bin* (bank "money bags"), 2 "loose" bags: bonds/coupons/bank statements, **1940's-80's**

- 1 24 inch box: collector receipts, **1982-84**

- 1 24 inch box, 1 odd: *more* annual reports, 1950's-80's

- "piles" of "loose" paper/ledger sheets/hanging folders/"tied bundles" (approximately 20"): *more* classification ledger sheets, 1950's; school tax vendor affidavit forms, 1992-93; payroll ledger cards, 1940's; correspondence, **1933-1949**

- 4 24 inch boxes/25 *more* 15x11 computer printouts (approximately 35"): audit reports/monthly balances/warrant-check registers/ADP management reports/gl recaps/*etc.*, 1980's

- 1 binder case file ("**broken**!"): TA correspondence/state aid returns/out-

side relief/water commitments/assessor commitments & abatements, 1930's

- 1 24 inch box: payroll warrants (various departments), 1970's-80's
- 1 24 inch box: schedule of payments, **1970's-80's**
- 1 24 inch box: mumps/measles release forms, flu clinics, 1960's-70's
- 1 24 inch box: nursing patient service records, 1960's-80's
- 1 standard box: 1099's, 1997-2005
- 1 3 cube box: bond issues/governments/elections/Medicare/veterans

payroll/water-sewer-real estate refunds, etc., FY'00

- 4 3 cube boxes: school bills, **1987/1993-94**
- 2 24 inch boxes: payroll sheets, 1995
- 1 3 cube box: payroll vouchers, **1986-87**
- 2 3 cube boxes: payroll registers & worksheets, 1988-89/1992-93
- 1 3 cube box: purchase requisitions, **1986-87**
- 2 3 cube boxes: paid bills, **1987-88**
- 1 5-drawer letter vertical cabinet: 1 drawer (1/2)=insurance policies, **1983-1987**; 1 drawer=receipts-payments to treasurer copies, **1993-95**; 1 drawer=gl expense warrants, 1986-1990; 1 drawer=more paid bills, **1993-94**; 1 drawer=more receipts/journal entry back-up, **1993-94**
- 1 4-drawer legal vertical cabinet: 1 drawer=tax collections, 1990-93/more receipts, **1992-93**/journal entries, **1993**; 1 drawer=more journal entries, **1991-92**; 1 drawer (approximately 2")=few school warrants, **1994**; 1 drawer=bids/procurement forms, **1992-93**/more school tax affidavit forms, 1993-94
- 1 4-drawer legal vertical cabinet: 1 drawer=only 1 folder, Nynex bills, **1992**; 3 drawers=payroll earnings worksheets/warrants, 1992-93

- 1 odd box, "stack" of reports (approximately 10"): ?
- 3 3 cube boxes: sewer contracts/street lights/high school addition/warrants/etc., **1970's (at least!)**
- 1 odd box: *more* "old" bonds (treasurer/tax collector), **1960-1995**
- 1 odd box: school grants/"miscellaneous", **1992-94**
- 1 odd box: ADP gl, **1981-82**
- 1 3 cube box: *more* bids/contracts/affidavits (school/town), **1984-88**
- 1 3 cube box: new library, 1975/high school addition, 1978/junior high school addition, 1975/Dutile & E. bill, 1963
- 1 3 cube box: check registers, **1981-86**
- 1 3 cube box: trash receipts, **1984-87**
- "stack" (approximately 13") of wire bound reports: budgets, **1980's**
- 1 24 inch box: *more* warrants/"miscellaneous", **1981-84 (at least!)**
- 1 4-drawer legal vertical cabinet (locked): 1 drawer=purchase orders, **1992-93**; 1 drawer=*more* receipts, **1990-92**; 2 drawers=payrolls, 1993-94

Treasurer's Cage – The majority of the records here is arranged on 14 sections of steel adjustable shelving, 87"high x 18 ½"deep, arranged in four rows:

- 12 sections = 42"wide
- 2 sections = 36"wide

Our inventory revealed the following records:

- 1 5-drawer letter vertical cabinet (*just "outside" the cage!*), 2 4-drawer letter vertical cabinets: terminated employees, A-Z, back to 1990's (*at least!*)
- 3 odd boxes: inactive recreation employees, A-Z
- approximately 227 *more* computer printout binders, 15x11/11x8 ½, con-

tinuous form (approximately 752")/some "loose" pages: tax balances, 2002-03/2008-09; tax title research, 1994-2002; real estate outstanding, 1960-1988; retirement reports, 1991; IRS, 2011; year end (W2 register...), 1993-95/1997-99; payroll warrants, **1993**; distribution journal, 2010; quarterly reports, 2001; check registers, 1999/2003-04/2006-10/2012/2014; town warrants/expenses, **1993-94/1999**; town/school expense registers, 1999-2001/2003-04/2006/2011; workers comp; voided payrolls, 2000-02; pension, 1996-98/2001-02/2012-15; payroll registers, 1995-2004/2008-10/2012-15; terminated employee detail, 1993; school retirement sheets, 1992; payroll sheets, 2004-05; EFT, 2015; payroll reports, 2007; payroll taxes, 2006-08; tax levy report, 1996-98; liens, 1990s-2002 (*at least!*); W2 register/accumulators, 2000/2003; retirement reports, 1991/2003-04/2009-11; payroll vendor proof, 2014; detail final proof, 1998-99/2013-15; deduction reports, 2006/2013-15; AR, 2014; direct deposit register, 2014; gl distribution, 2013; retiree master report, 1999-?, *etc.*

- small "stack" (approximately 4") of papers/3-ring binder: ING, 2004, *etc.*

- "pile" of manila folders (approximately 11"): bank statements/deferred cap reports/check reimbursement forms, **2003-06**, *etc.*

- 2 standard boxes, 37 small, 5 odd, 1 24 inch: W2's, 1968-2012

- 1 odd box: assorted employee files/health benefits...

- 3 small boxes: last check copies, 2009/2011-12 (*at least!*)

- approximately 476 assorted size bound books (approximately 1,354"):

treasurer cash books, 1996-2013; treasurer receipt books, 1994-96; poll taxes, 1928; tax ledger, 1901

- "stack" of large note issue books (approximately 16"), 1980's-90's (*at*

least!)

- 1 odd box: RFP's/bids, 2004 (*at least!*)
- 1 24 inch box: ?
- 1 24 inch box: "old" IRS, 1993 & prior
- 1 standard box: *more* legal files
- 1 standard box: tax titles, 1930's-60's (*at least!*)
- 3 odd boxes: deeds/instruments of taking, 1949-1979 (*at least!*)
- 1 odd box: health trust funding detail, FY'16
- 2 odd boxes: warrants, FY'16
- 17 odd boxes (***some "broken" lids!***): treasurer receipts, 2012-14
- 1 odd box (2 6 ½x8 ½ **fiche files**, 1 6 ½x8 ½ box/"loose" envelopes & "batches" within): payroll registers, 1943-1951/1953-59/1961-1970 (approximately 3 ½" duplicates); master control & quarterly reports, 1990-91/payroll registers, 1984-1991 (approximately 5 ½" duplicates); payroll cards, 1971-76/payroll registers, 1976-1983 (approximately 7 ½"/few original jackets)
 - *several* small envelopes/lots "loose" reports – ***lots of original film jackets***: payroll registers, 1943-1951/1953-59/1961-1983/1986-88/1990; quarterly reports, 1984-1991; earnings, 1987; payroll cards, 1970-74/1976; master control, 1988-1990

Assessor's Cage – All of the records here are arranged on ten sections of shelving, a combination of "old" green metal units and shelving with corrugated tiers:

- 5 sections (green metal): 75"high x 18"deep/3=36"wide/2=30"wide, 7 tiers
- 5 sections (corrugated tiers): 96"high x 36"wide x 24"deep/5 tiers

Our inventory revealed the following records:

- 6 standard boxes (**"broken"**): 9x6 summary (appraisal) cards, A-Z
- 2 legal size accordian wallets (approximately 8"), 1 standard box: plot plans, #2900-4700/#7300-9500
- 1 legal size accordian wallet (approximately 2"): tax collector (assessor warrants), 1972-74
- 1 small box: abatements, 1959 & prior
- 1 small box: real estate/motor vehicle abatements, 1979-1983
- approximately 51 small bound books (approximately 45"), 4 small boxes: *more* abatements (MVE/poll tax/real estate/personal property...), 1930's-1980's
- 7 9x14 metal files (approximately 70"), 2 24 inch boxes (**1 "crushed"**), 2 odd: grantor/grantee 8x5 cards, **back to early 1900's**
- 2 odd boxes: building permits, 1961-1980
- 1 odd box/approximately 16 small bound books: assessor records, **back to 1880's**; expenses, **1970's**; property listings, **1950's-60's**; appraisal reports, **1940's, etc.!**
- 4 small boxes: cancelled checks, **1990's**
- 1 small box: voided checks
- approximately 307 bound books (approximately 624"), *some* metal post: *more* treasurer cash books, 2003; MVE, 1939/1960's-1970s; real estate valuations, back to 1800's-1990's; poll/MVE/personal property/farm excise valuations, 1950's-60's; personal property valuations, 1950's-90's; real estate/poll/personal property, 1940's; farm animals, 1940's; poll/personal property/excise, 1958; poll/MV/trailer, 1954; tax list, early 1900's; personal property/farm animal commit-

ments, 1960's-70's; commitment books, early 1900's; MVE cash

- 9 legal size expansion wallets (approximately 25"): 1=revals; 1=communication from tax commission & Bill Callahan; 1=reports to TA, 1961-1974; 1=oil burners assessment, 1954/personal property field books/tax folder, 1951; 1=poll tape/tax papers/personal property/exempted property tax/valuation sheet/ personal sheet/poll list, 1952-53; 2=tax rates, 1960-1973; 2=?

- 1 odd box: source documents & reports/exemption applications, FY'81
- 1 odd box, 1 3 cube, 2 24 inch: *large* MVE sheets, 1985-86 (*at least!*)
- 1 small box: ?

(C) TREASURER/TAX COLLECTOR/TOWN CLERK LEFEBURE VAULT

- The entrance to this vault is approximately 78"high x 32"wide, and the inner dimensions are approximately 245"wide x 385"deep/ceiling height, 107". This vault is *also* "broken up" into three "*cages*". AND, boxes here are *really* "dirty" with *mold* on some boxes!

Treasurer's Cage – Boxes are arranged on six sections of assorted steel shelving arranged in two rows with additional records stored in a few vertical file cabinets. There are five sections of "old" green metal shelving installed along one wall, but two of these sections are used to hold supplies/decorations. Remaining three sections are 100"high x 15 ¼"deep/1 24"wide/2 36"wide, all 7 tiers. Along the opposite side of this space, there are three sections of wire-rack shelving, 72" high: 1 section=73"wide x 24"deep/2 sections=59"wide x 18"deep. And, the center space of this vault is actually consumed by *furniture/"props"/empty boxes!*

Our inventory here revealed the following records:

- 29 odd boxes, 4 letter size expansion wallets (approximately 8"): water bills (u/b), 2004/2013-15

- 1 odd box: *more* annual reports, 2007
- 1 odd box: conversion, 1986-1991
- 1 odd box: "Dave G. miscellaneous" (ice rink, Bernie Dugger)
- 3 small bound books (approximately 2"): water readings, 1960's-80's
- 1 *mail tray*, 2 odd boxes, 1 check size: ? (***couldn't access!***)
- 142 check size boxes: cancelled checks, **1997-2008 (at least!)**
- 4 check size boxes: parking tickets, **back to 1998-2009 (at least!)**
- 2 24 inch boxes: "Dave G." (debt, mailed in 1999)
- 2 4-drawer letter vertical cabinets, 2 2-drawer letter vertical cabinets

(locked): finance committee/industrial development financing authority (IDFA)

- 2 15x11 computer printout binders (approximately 8"): AR, 2010-11
- 2 *more* large note issued books (approximately 6"), back to 1990's

Tax Collector's Cage – A "ton" of bound books along with computer printout binders, etc. are arranged on 9 sections of steel adjustable shelving installed in two rows, 87high x 18 ½"deep: 1 section=49 ½"wide/8 sections=36 ½" wide, 5-6 tiers. There are four sections installed in one row/five sections in a row directly opposite with a *few* books simply "stacked" right on the floor!

Our inventory revealed the following records:

- approximately 50 computer printout binders, 15x11/continuous form (approximately 152"), some *loose* pages (approximately 6"): MVE commitments, 1980's-90's; AR, 1986; outstanding commitments, 1986-89; month end reports, 1989/1994; MV payments, thru 1990; MV batches, **1989-1990's**

- 1 small box: schedules of uncollected excise tax, 1981
- 1 odd box: "unpaid" excise tax lists given to Harrington deputy, back to 1960's
- 1 small envelope: real estate warrant adding machine tapes, **1982**
- small "pile" (approximately 3") of assorted papers: ?
- 2 letter size expansion pockets (approximately 3"): *more* outstanding tax lists, 1982 (*at least!*)
- approximately 456 assorted size bound books (approximately 1,040"): MVE commitments, 1963-95/1997/1999-2006; MVE payments, 1994-96; real estate commitments, early 1900's/1950's-80's; MV cash, 1930's-50's; real estate/personal property, 1950's; MVE abatements, 1929; collector's cash/commitments, early 1900's-1991; abatements, 1975-1983; poll taxes, early 1900's-1950's; MVE/poll/personal property, 1950's; MVE/poll/trailer, 1950's; MVE/poll/personal property/farm animal excise, 1950's-60's; MV tax lists, 1930's-1940's
- 1 odd box: turnovers, **back to 1980's (at least!)**
- 1 odd box: tax takings, back to early 1900's-1960's/bank deposit slips, **back to 1980's (at least!)**
- 4 small boxes: *more* cancelled checks/registers, **back to 1970's-80's**
- 1 odd box: excise ytd (15x11), 1989
- 1 odd box: daily receipts bound book, back to 1970's/"**unused bank checks**", *etc.*!
- 47 small bound books (approximately 42"): pole taxes, back to 1800's-early 1900's
- 8 3-ring binders (approximately 26"): tax lien sheets/commitments, 1994;

classification sheets, 1995-96

- "stack" (approximately 16") of wire bound reports: tax lien notices/foreclosure notices/ads/account payoffs, etc., 1994-2000

- 2 24 inch boxes, 2 odd: ***couldn't access (?)***

Town Clerk's Cage – Records are stored in a combination of assorted file cabinets and on 20 sections of assorted steel shelving, 87"high x 18 ½"deep/6 tiers:

- 19 sections: 36 ½"wide

- 1 section: 48"wide

And, *once again*, there is a lot of "wasted" space on the shelving as well as lots of supplies stored here, too!

Our inventory revealed the following records:

- 3 small boxes, 3 16 inch small boxes, few *loose* "batches" (approximately 6"): burial permits (***nice & neat!***), 1902-1945 (several "missing" years)/1947-2014

- 8 standard boxes (**vitals**): death certificates, 1911-1935/1940-2013

- 6 standard boxes, 4 odd, some *loose* (approximately 7") (**vitals**): marriage intentions, 1851-1904/1914-1926/1928-1931/1933-35/1940-2013

- 6 standard boxes (**vitals**): marriage certificates, 1924-2013

- 12 standard boxes (**vitals**): birth certificates, 1939 & "miscellaneous"-

2013

- 1 odd box: birth records-corrections/adoptions, etc., back to early 1900's

- 1 small envelope: history of Billerica

- 1 8 ½x5 metal file: A-Z chapter, etc., cross-reference file

- "stack" (approximately 4") of small assorted publications: vital stats an-

nual reports, back to 1899/town annual reports/Acts & Resolves, back to early 1900's

- "stack" of manila folders/few small bound books/couple of "packages" (approximately 6"): applications for impounded records, back to 1990's-2011 (*at least!*); more birth data reports, 1994/1996-2000; birth & death depositions, back to 1800's; index to marriages; index to births

- approximately 351 assorted size bound books (approximately 624"): town record books, back to 1800's; births, 1940's-1969; marriages/deaths, 1930's-1969; journals, early 1900's; clerk accounting, 1970's-2005 (*at least!*); general registrar of voters, 1950's-80's; BOS, early 1900's; DPW logs, 1970's-80's (*at least!*); Acts & Resolves, back to 1700's-early 1900's; registration reports, early 1900's; agriculture of MA, 1800's; Plymouth Colony, 1600's; public statutes MA, 1800's; road records; grants, **1678-1786**; out-of-town marriages; Pickering/Cushing reports; MA business directories, 1800's; census, 1800's; records transcribed, 1665; MA reports, 1800's

- 1 box cover: more budgets!

- 1 odd box (**"broken"**): election documents (nomination papers/voter lists...), 2016

- 2 24 inch boxes, 6 odd: dog licenses, 2010-16

- 2 "piles" of folders/publications (approximately 14"): **"labeled trash"**

- 5 odd boxes: ballots

- 2 odd boxes: BOA maps, 1990's

- 1 odd box: business license index/cross-reference cards

- "stacks" of assorted reports/loose paper (approximately 57"), 1 small box,

2 box covers: assorted contracts/specs/proposals, back to 1960's/*some* 2002;
Media One application, **1999**; *more* budgets, **1980's-90's**; assorted licenses,
1980's-90's

- 1 24 inch box, 2 odd, 1 standard, small "stack" (approximately 3"): maps
- approval not required/form A maps

- "pile" (approximately 8"): *more* annual reports, 1970's

- small "pile" of documents (approximately 3"): assorted union contracts/
changes, 1990's

- 1 odd box/**microfilm (original & duplicate rolls!)**: 18 rolls=marriage intentions, 1969-1993; vital statistics, 1989-1990; marriages/births/deaths, 1901-1910/1991-92; town record books, 1983-85/1993-94; marriages & intentions, 1995; births, 1997/intentions, 1998; marriages/births, 1994; births/deaths, 1996; index marriages/deaths/births; deaths/births, 1855-1900; marriages, 1856-1900

- 1 small box/ **microfiche & microfilm jackets**: births/deaths/marriages/
intentions, 1989-1995

- "piles" (approximately 23") of assorted publications: *more* annual reports, 1960's-2004; annual town meetings, 1980's-2001 (*at least!*)

- "*loose*" reports (approximately 8"): street listings

- lots "*loose*" wire bound reports (approximately 126"): bids/contracts, 1960's-2012 (*at least!*); stormwater development plan, 2002; juror lists, 2000-2002/2007; *more* annual budgets, **1980's-90's**; open space, 2001; transmittals-projects-drafts-proposals-*more* vitals-annual reports, *etc.*, 1980's-90's (*at least!*)

- "piles" of folders/assorted reports (approximately 24"): bylaw research, 1981; death data, 1993-95; copies of Public Recorder, **1980's (at least!)**; "stack"

of license renewals, back to 1980's-2007 (*at least!*); "old" municipal directories, 1990's (*at least!*); specs, **1960's**; more budgets, **1987-88**

- 1 5x3 cardboard/15" box: A-Z cross-reference file ("appears to be" military)

- 1 24 inch box: ucc's, **1992-95**

- 1 shelf: assorted large maps/plans

- 7 "torn" assorted size *packages* (approximately 23"), 2 large kraft envelopes (approximately 5")/more vitals: births/marriages/deaths, 1627-1834/1784-1854; general records, 1957; "old" records, early 1800's

- "stacks" (approximately 32") of assorted license books/stubs (general/common vic/etc.), 1960's-1990's (*at least!*)

- 1 odd box: form A/B-1 files, 1950's-1970's

- 3 15x11 computer printout binders (approximately 9"): payroll earnings worksheets, 1999-2016; payroll detail proofs, 2015-16

- 1 odd box: warrant articles/elections, 1958-1972

- 1 3-ring binder (approximately 3"): budget, 2000

- small "pile" of manila folders (approximately 3"): *more* common vic licenses, 1980's

- 1 odd box: BOA decisions, 2006

- 1 5-drawer 30 inch wide lateral cabinet: 4 drawers=town meeting files, 1971-1993; 1 drawer/only 2 folders (approximately 2")=bulletins, **1980's-90's**/office move, **1980's**

- 1 5-drawer 30 inch wide lateral cabinet (2 "empty" drawers): BOA case files, 2008-12

- 1 5-drawer 42 inch wide lateral cabinet: 1 drawer=planning form A-B-F files, 1980's/BOA case application files, 2004; 4 drawers=*more* BOA case files, 1993-2003

- 1 5-drawer 30 inch wide lateral cabinet: 1 drawer=BOA minutes, 1972-1987; 4 drawers=*more* BOA case files, 1959-1993

- 16 assorted 3-ring binders (approximately 62"): *more* budgets, **1986/2001-07**; master residence lists, 1985

- approximately 24 assorted size books/binders (approximately 40"): *more* business certificates, **early 1900's-1990's**

- 1 odd box/BOS: open town hall bids/proposals

- 1 odd box/BOS: cable renewal, 1987/pole locations complaints

- 1 odd box: new town hall/police station – asbestos removal bid

- 1 24 inch box: various department minutes, 1970's-80's

- 1 standard case file, 1 small box: "old" floppy disks

- 1 odd box: wastewater draft investigation, 1988/*more* vitals annual reports, 1980's-90's

- 1 odd box: ***few "torn" papers!?***

- small "*loose*" books/1 box cover (approximately 98"): general court manuals, back to 1800's-1990's/election stats, 1950's-1970's

- 10 small boxes, 4 odd: meeting notices/agendas, 2007-17

- "stacked" reports (approximately 12): audits/management letters/financial reports, 1950's-2006 (*at least!*)

- 2 odd boxes: pole locations, 1972-2007

- 1 large box, 1 large wooden box, 4 odd boxes, few "*loose*" on shelf: ap-

proximately 200 assorted size rolled plans

- 3 2-drawer 8x5 metal card files (approximately 16"): voter registration cards-deaths, A-Z

- 1 odd box: correspondence, 2015
- 4 odd boxes, 1 small: *more* minutes, 2006-15
- 1 3-ring binder (approximately 4"): r&b license applications, 1991-97
- 1 small box: business licenses expired before 2000, A-Z index cards
- 1 4-drawer letter vertical cabinet (1 "empty" drawer): 1 drawer=special police job postings/applications, **1960's-70's**/civil service memos-meetings, **1970's-2003 (at least!)**; 1 drawer=census, 1975-1991/court case files, back to early 1900's-1980's (*at least!*)/re-districting, 1972 & 1985, etc.; 1 drawer="miscellaneous" (bankruptcy, 1995-99/conferences, **1990's**/street listings for census, 1975/*more* copies of Public Recorder, **1980's-90's**/town celebration program, **1930's**"stack" of insurance binders, **2003-06**/few insurance policies, **1980's!**)

- 1 5-drawer letter vertical cabinet (1 "empty" drawer): 1 drawer=*more* assorted licenses, 1970's-80's (r&b, common vic, class I/II, etc.)/tax liens, 1970's-1980's; 2 drawers/"general/miscellaneous" files=committees, A-Z (*including more minutes!*), back to 1970's-2009 (*at least!*); 1 drawer/"general/miscellaneous" files=departments, A-Z, 1970's-1990's (*at least!*)

- 1 odd box: *more* pole location files/maps, 1960's-70's (*at least!*)
- 1 odd box: *more* terminated employee files/payroll worksheets, back to 1970's (*at least!*), etc.

- 1 standard box: ?

- 1 odd box: *more* "old" proposals/applications (AT&T, waterworks im-

provements, etc.), **back to 1970's (at least!)**

- 1 odd box: zoning bylaws, 1990's (*at least!*)
- 1 4-drawer legal vertical cabinet (1 "empty" drawer): 1 drawer=*more* minutes, 2007-09; 2 drawers=10 assorted 3-ring binders/various project files (site approvals, comprehensive permit applications, drainage reports, *some* folded plans, etc.), 2000-04

(D) ACCOUNTING STORAGE ROOM – The majority of the records here is arranged on some "homemade" wooden shelving/24 inches deep, that simply "surrounds" this room. Boxes are "stacked" two high on three shelves, one high on the top shelf (***lots of "wasted" space!***). Additional boxes are simply "stacked" one on top of the other on a table, or right on the floor!

Our inventory revealed the following records:

- 1 5-drawer letter vertical cabinet: 2 drawers=payroll gl standard input forms/journal entries, 1981-1990; 1 drawer=cash receipts/schedule of payments to treasurer, **1987-1990**; 1 drawer=school bids & grants, **1990**/assessor correspondence, **1982**/fire & police sick-injury reports, 1983-88/tax rate recaps, 1979-1981/town administrator fund transfer requests, **1985-86**; 1 drawer=discretionary funds, **1980's**/bid letters, **1989**
- 2 24 inch boxes: inactive employees, A-Z, 1980-1990
- 3 standard boxes: snowplow applications, 2008/2011/2013
- 7 standard boxes: "snow", 2006-07/2010/2012/2014-15/2017
- 3 24 inch boxes: ?
- 1 24 inch box: town warrants, FY'15

- 2 loose computer printouts, 8 ½x11 (approximately 5"), 1 odd box: snow contractors, FY'08

- 2 odd boxes, 1 24 inch/town administrator: town meeting files, 1980-85/1987-1992

- 1 24 inch box, 14 standard: closed legal files, 1990's (*at least!*)

- 2 24 inch boxes: *more* town manager "general/miscellaneous" files, **1990-1998**

- 1 24 inch box/town administrator: cable TV, **1989-1994**

- 1 24 inch box: contract #24 documents (WWTP)

- 2 standard boxes, 2 3 cube: refunds (MV/real estate/personal property/UB), 2012-15

- 1 standard box: 1099's/1099 "S", 2006-09

- 1 standard box: DPW/planning/BOH/BOA bond releases, 2003-12

- 1 standard box: warrant cover sheets/garnishments/veterans payroll/

Medicare reimbursements, FY'12

- 1 standard box: state reports

- 1 standard box: audit reports

- "piles" (approximately 33") of assorted reports: police design & development/sewer evaluation/WWTP/fire station, etc., **1980's (*at least!*)**

- 43 standard boxes, 53 3 cube: invoices, FY'10-FY'17

- 1 odd box (**"broken"**): "old" bills, **1990-94**

- 1 24 inch box/town administrator: union contracts, 1989-1991

- 1 24 inch box: pole locations

- 1 24 inch box: "old" complaints

- 1 24 inch box, 2 standard: audits/audit reports, 2007-13 (*at least!*)
- 2 3 cube boxes: budgets, 2013-14 (*at least!*)
- 1 3 cube box/"**hodgepodge**": reports on federal award programs, 2008/ sanitary rules & regs/WWTP improvement report, 1995/police inventory, 2005/ exams & management letters, 2006-07, *etc.!*
- 1 standard box: budget spreadsheets, **2003-04**; warrant cover sheets, **FY'05**; client workpapers, 1996-2001; town meetings, 1995-96; year end, 1995; audit checklists, *etc.*
- 1 24 inch box: snowstorms (applications, cards, storm info), FY'10
- 1 24 inch box: solid waste contracts, 1985-1992
- 1 standard box: *more* exams/management letters, 2005-12 (*at least!*)
- 1 standard box: *more* warrant cover sheets/garnishments/veterans payroll/scholarships/elections/Medicare reimbursements, **FY'05**
- 1 3 cube box: town employee records
- 2 standard boxes: EMA "old" reports, **1970's-90's (at least!)**
- 3 standard boxes, 2 3 cube: town payrolls, FY'14-15/FY'17
- 19 3 cube boxes, 8 standard: school warrants, FY'10-16
- 3 3 cube boxes, 3 standard: school payrolls, FY'14-17
- 1 24 inch box: town warrants/veterans payroll/signed cover sheets/garnishments/accounting payroll sheets, FY'15
- 1 3 cube box: elections reimbursements, FY'11/water rebates, FY'11-12/
more veterans payroll, FY'10/snow, FY'12
- 1 standard box, 1 odd ("**broken**!"): snowstorms/pager returns, FY'08/
FY'11

- 1 standard box: *more* snowstorms – batches/time cards/applications/
check copies, FY'16

- 2 standard boxes: warrants, FY'17
- 1 24 inch box: Shafer landfill/solid waste/superfund files
- 1 standard box: *more* journal entries, 2008
- 1 odd box: affordable housing/Woodland Estates

(E) TOWN CLERK STORAGE ROOM – *Most* of this space is consumed by storage of used ballots, scheduled to be destroyed (some *beyond* destruction date of 1/18!), as well as voting supplies and storage cases, one large voting bin, lots of boxes with street lists/annual reports, etc.!

A few records are stored in three assorted vertical/lateral file cabinets arranged along the left wall upon entry, and our inventory of these files revealed the following:

- 1 4-drawer letter vertical cabinet (2 drawers=supplies): 1 drawer=assorted union contracts, 1971-2013; 1 drawer=assorted town meeting files, 1949-1971
- 1 4-drawer legal vertical cabinet (2 “empty” drawers/1 drawer=supplies): 1 drawer=correspondence, 1995-99/2008-10/2016-17 (*at least!*)
- 1 4-drawer 36 inch wide lateral cabinet: 2 drawers=assorted election files (payroll sheets/message requests/sample ballots/correspondence ...), 1948-1999/2000-2008, small “stack” (approximately 3”) of voter lists, 1998/2000-01; 2 drawers=*more* town meeting files, 1993-2004
- 1 odd box (**“broken”!**): *more* BOA case files (applications/court cases,

building inspection denials), A-Z, 2007

- 2 3-ring binders (approximately 7"): town budget, FY'08
- "stacks" (approximately 25"): resident street lists, 2013-16

We *also* noted one "old" wooden 10-drawer plan cabinet in the right hand corner (6 "empty" drawers) – *difficult to access*: lots of maps/plans – some cable TV street maps...

(F) TAX COLLECTOR STORAGE ROOM – The vast majority of boxes, books, binders stored in this room is arranged on "homemade" wooden shelving that simply "surrounds" the room with some additional shelving installed in the center of the space. Additional boxes and computer printouts are either "stacked" on top of a large table or, *right on the floor!*

Our inventory revealed the following records:

- approximately 170 assorted computer printouts, 15x11/continuous form (approximately 526"): payments journals (turnovers), 2004/2006/2010-12/2014-2015; refunds (excise/real estate/personal property), 1999-2007/2009-11; personal property commitments, 1990; adjustments/corrections (real estate/personal property/excise), 2000/2002-11; abatements (real estate/personal property), 1992 2002-03/2005-11; refunds/reversals, 2003-04; bad checks, 2012; tax collector records, 2012; cash book, 2015; excise tax/deputy fee record/demand no titles, 2001/2004/2007/2010-11, *etc.!*

- 262 check size boxes, 3 24 inch: paid bills (real estate/excise...), *few* 2011/2013-2018

- 1 odd box: water sewer, 2016

- approximately 186 assorted size bound books/lots metal post (approximately 447"): real estate/*some* personal property commitments, 1981-1993; personal property valuations/commitments, *some* boat..., 1964-1976/1978-1989; MV excise commitments, 1986-87/1996/1999-2000/2007-13; MV abatements, 1985-1987; tax title accounts, 1950's-70's; quarterly reports, 1998/2000; real estate abatements, 1984-87

- 1 odd box: bank deposit slips/adding machine tapes, ***back to 1970's-1980's***

- 1 standard box: tax service documents, 2007-11 (*at least!*)
- few "loose" folders/envelopes (approximately 1"): *more* abatements (real estate/personal property), FY'81; exemption certificates, 1990
- "pile" (approximately 4") of manila folders: *more* bad checks, FY'03-13/
outstanding bad checks, FY'96-FY'02
- 2 standard boxes: tax titles

(G) BOH STORAGE ROOM – Once again, records/boxes are arranged on some "homemade" wooden shelving, which just "surrounds" the space. AND, *almost all* of the shelving along the right hand wall is used for supply storage with some equipment *also* stored in the aisle space! Some boxes here are simply "stacked" too high to identify – even with the ladder!

Our inventory revealed the following records:

- 4 small boxes: payroll sheets, FY'93-FY'00
- 1 small box: payments to treasurer, **1997**
- 1 odd box: closed bond accounts

- 1 standard box: court cases, 1995 & prior
- 1 standard box: budget info, **1974-77**/flood plan info, **1972-74**/'miscellaneous"
- 1 standard box: *more* payroll sheets, FY'08-11/budget activity reports, 2010/2012
- 1 standard box: payroll receipts, **FY'02-04**
- 2 metal post books (approximately 3"), 1 odd box, 3 small: ?
- 2 odd boxes, 9 small: treasurer receipts, FY'93-FY'17
- 4 small boxes: AP, **1997-2002**
- 2 3 cube boxes: bills/vouchers, FY'80/FY'83-84
- 1 odd box: Baker aka Corenpo
- 1 odd box: Schaffer landfill reports
- approximately 6 assorted size rolled plans, 1 "package" flat plans
- 2 standard boxes: budget info, **FY'94-01/FY'04-07**
- 1 standard box: interoffice/government memos, **1999 & prior**
- 2 standard boxes: tobacco control closed permits, 2002-? (*at least!*)
- 5 standard boxes: FSE plans/plan reviews
- 1 standard box: tobacco files info, FY'99-01
- 1 standard box: tobacco files, pre-2001
- 1 odd box: picture negatives, **1999-2001**
- 3 standard boxes: "tobacco control files" (?)
- 2 standard boxes: tobacco control files (eoy/monthly reports/weekly status/grants/budgets, *etc.*), FY'94-96
- 1 standard box/tobacco files: budgets, **FY'99-01**

- 1 standard box/tobacco files: control surveys
- 2 standard boxes, 2 odd: ?
- 4 standard boxes: closed permit files (septage haulers/suntanning/tattoo/title V, etc.)
- 27 standard boxes: variances, A-Z, 1995 & prior – 2008
- 1 standard box: Empire Recycling
- 2 standard boxes: "old 55"
- 1 standard box: Boston Rd./Cove Restaurant
- 1 3 cube box: energy center – Farm Rd.
- 7 standard boxes: food service, A-Z
- 1 standard box: FSE employee cafes, A-Z
- 1 standard box: food service/mobile food (permits/inspections, etc.), A-Z,

2010

- 7 standard boxes: definitive subdivisions, A-Z, pre-1995
- 1 standard box: swimming pool info, pre-2008
- 1 odd box: nurses communicable diseases & info
- 1 10 ½x16 metal file: lead level results

A few additional archival records are stored right *outside* this room, either "piled" on a table or, *right on the floor!*

- 5 check size boxes, 1 odd: electrical permits, 1980's-1997 (*at least!*)
- assorted size maps/plans: approximately 27 loose rolled plans, 1 large plastic bin/15 more plans
- 1 **box cover: "someone's calendars – day planners", 1980's!**

(H) "OLD" PLANNING DEPARTMENT STORAGE ROOM (*soon to be conservation!*). Our inventory here revealed the following records:

- 1 5-drawer letter vertical cabinet (1 "empty" drawer): 2 drawers=BOA files, 1985-2015; 1 drawer=scenic road hearings, 1986-2012; 1 drawer=tax title sales, 1991-2004/2009

- 1 5-drawer letter vertical cabinet: 2 drawers=NOI files, 2014-17; 1 drawer=assorted project files (energy plant, Aspen Apts., etc.), 2008-11 (*at least!*): 1 drawer=bills, **1995-98**/Simonds Farms subdivision minutes, 1986-1992/schedules of payments to treasurer, **1996-2004**/conflict of interest file, 1993/correspondence, **1996-99**/street acceptances, 1998-99 & 2001/rules & regs amendments, 2001 & 2003 (*at least!*), etc.; 1 drawer=tax title sale bids, 1992-93/SRS Realty Trust files/Cinnamon Ridge drainage reports, etc., **back to 1990's**

- 3 4-drawer legal vertical cabinets: 12 drawers="old" site plan files, A-Z, back to 1960's (*at least!*); 1 drawer=comprehensive permits

- 1 4-drawer letter vertical cabinet: 2 drawers=form A's (*neatly folded plans!*), 1992-2006; 2 drawers="general files", A-Z ("as built", back to 1980's – Wilmington planning board notices, back to 1990's)

- 1 4-drawer letter vertical cabinet: 1 drawer=planning board meetings/agendas & minutes, 2007-08; 1 drawer="old" *miscellaneous* correspondence, **back to 1970's (*at least!*)**; 2 drawers="old" subdivision files, A-Z, back to 1950's (*at least!*)

- 2 4-drawer letter vertical cabinets: re-zoning/town meeting articles, 1946-1999

- 1 2-drawer 6x4 card file, 1 1-drawer/16": hearing cross-reference cards,

A-Z/ANR, form A, subdivision, etc., cross-reference cards

- 2 odd boxes: *more* meeting agendas/minutes, 2002-06
- 2 4-inch 3-ring binders: *more* minutes, 2008-15
- 2 legal size expansion files (approximately 8"): *more* tax title sales,

2010-11

- 1 24 inch box: *more* town meeting files, 1986-2008
- 2 standard boxes: *more* Form A files, 1952-1991
- 1 3 cube box/13 tube files, 2 standard plan cardboard files/46 tube files,
1 standard Plan Hold metal file/16 tube files, 14 loose rolled plans, 5 cardboard
standard plan boxes/124 tube files, 5 5-drawer "stackedo" Cole Steel 44 inch wide
plan cabinets – all plans *well-indexed/numbered/categorized!*

(II) **BUILDING STORAGE ROOM** – Simply put, this room is a "mess"! Plans/boxes/"junk" *on the floor* – "blocking access" to shelving!! The majority of the records is arranged on several sections of "homemade" wooden shelving with a few more records stored on one odd section of steel shelving/corrugated tiers.

In any case, our inventory here revealed the following records:

- 2 odd boxes: building/electrical permits, FY'13
- 1 odd box: building/gas permits & inspections, 2013
- 2 odd boxes: electrical permits/inspections, 2012-13
- 2 shelves (approximately 96"): assorted code books/manuals
- 6 24 inch boxes (**1 "broken"!**), 5 odd: street files (**"overflow" from department files!**)
- 4 small boxes, 2 odd (**"broken"!**), 3 standard, 1 24 inch: *more* assorted

folded maps/plans (**"mess"**)

- 1 **"loose"** manila folder: assorted permit applications/legal documents,

etc., **back to 1990's**

- 9 odd boxes, 1 *box cover*, 1 small: *more* electrical permits, 2005-09/2011/

2014-15

- 10 odd boxes, 1 small, *loose* "stacks" (approximately 10"): plumbing &

gas permits, 2000/2003-04/2006-09/2011-12/2014-15

- 4 odd boxes, 1 3 cube, "stack" of reports (approximately 6"): ?

- 3 small boxes, 1 odd: plumbing/gas/electrical inspection sheets/slips/re-

ceipts, **2001-05/2007-10**

- 1 odd box: plumbing & gas expired insurance, 2008-10/yellow inspection

slips, 2009

- 1 odd box: *more* electrical inspection slips, 2013

- 1 odd box: cash receipts, 2014-16/permit books, 2015

- 1 odd box/**"hodgepodge"**: civil service reports/legal opinions, etc.,

1980's-1990's

- 1 odd box: *more* budgets, **2007-10**/expired trench permits, 2010

- 1 odd box: payroll sheets, 2007-10

- 2 small boxes: past employees

- 1 odd box: plumbing permits, 1979-1982

- 3 odd boxes, 3 24 inch, "stacks" (approximately 50") of *large* assorted

maps/plans, *several* flat plan files: *approximately* 788 plans

- 2 large boxes: **"hodgepodge"!**?

- 1 odd box (**"broken"**!): payrolls, 1984-87/*more* inspection sheets

- 1 odd box: WWTP project manual, 2001
- 1 large box ("**broken**!"): "Stephanie's desk" (expenditure reports, FY'13/ various receipts, FY'11-12, FY'14-15/bills, FY'15/recon lists, FY'08-12/*more* budgets, FY'14/*more* expired trench permits, 2012-16)
- 1 odd box: *more* electrical permits/slips, 2011
- 1 odd box: plumbing & gas receipts, 2007-09
- 1 odd box: expired electrical insurances
- 1 odd box: *more* plumbing/gas/electrical permits/slips, 2010
- 1 check size box: plumbing & gas applications, 2010
- 2 odd boxes: "old" files - closed businesses (Boston Rd.)
- 1 odd box ("**broken**!"): bills, **2004**/monthly reports, **1998-2001**/payrolls, 2001-02/2004
- 1 24 inch box: *more* budgets, 2000-03/electrical & building receipts, 2005/ payroll receipts, 2006-07/town meeting books, 2003-06
- 1 standard box: Ditson School/Cook St.
- 1 odd box: payroll worksheets, **1980's**
- 1 odd box: bills, **FY'00-01**/receipts, **FY'00-03**/monthly reports, **1995-97**
- "batches" (approximately 6") of 15x11 printouts: payroll proofs, 2004-05
- 1 standard box: *more* budgets, **FY'08-09**
- 1 large box: spec books, public buildings
- 1 odd box: *more* payrolls/bills, **2002**
- 1 5-drawer vertical cabinet: 2 drawers=4 5x3 rows, permit cross-reference cards, A-Z; 1 drawer=conservation commission (orders of condition/legal notices...), 1985-1990/school permits/modular schools-plans, occupancy certifi-

cates, 1990's/various schools paperwork – building permits/plans, etc.; 1 drawer= planning board plans/*more* form A's, 1989-1996/inspections, 1990's/BOA, 1980's/various street files, etc.; 1 drawer=*more* electrical permits, 1970's

- 1 5x3 2-drawer card file (1 “empty” drawer): *more* permit cross-reference cards

(J) **DPW DEPARTMENT** – Most of the archival records here are stored in a small room off the department, housed in a combination of two “old” vertical file cabinets, a two-door storage cabinet, one section of shelving, with boxes “stacked” on top of cabinets.

Our inventory revealed the following records:

- 31 check size boxes: time cards, 1994-2009
- 1 check size box: requests for time off, 2008-09
- 1 odd box: cemetery expansion, 2001
- 1 odd box: bid specs, 2000
- 1 24 inch box: absentee slips, 2012-13
- 1 24 inch box: detail proofs, 2013-14 (*at least!!*)
- 1 24 inch box, 1 standard: WTP payroll reports, etc., 2004-05
- 3 24 inch boxes: cemetery/parks/trees, FY'12/FY'14/FY'17
- 1 24 inch box: “old” bids, **1997-98**
- 1 3 cube box: comp time records, 2007-08
- 1 3 cube box: cemetery/parks/trees invoices, FY'17
- 3 24 inch boxes: employee files, A-Z
- 1 24 inch box: new WTP/miscellaneous contracts, etc., thru 2004

- 5 24 inch boxes, 1 check size, 1 standard, 1 odd, 1 3 cube: ?
- 2 24 inch boxes: vendor files, **1998-2003**
- 1 24 inch box: engineering memos, **1999-2001**/payroll, **1999-2001**/con-

tracts 31A-B-C

- 1 3 cube box: DPW budgets, **1989-1999**
- 1 standard box: payroll, FY'05
- 1 odd box: WTP C.D.M./receipts-permits-applications-plans, 2000-02
- 1 standard box: message books/correspondence
- 1 standard box: correspondence, **1997-2001**
- 1 standard box: time off requests, **2000/2002/2004**
- 1 odd box: WTP land purchase/bids, etc., back to 1998-2003
- 1 odd box: new WTP contract/payroll reports/Carlin Contracting, 2011
- 1 24 inch box: DPW files, 2008-09 (?)
- 1 24 inch box: DPW "miscellaneous"/street files & projects
- 2 24 inch boxes: DPW bids, 2014-19 (*at least!*)
- 2 3-ring binders (approximately 6"): budgets, 2009-10
- 2 3-ring binders (approximately 5"): payments to treasurer, FY'15

Lastly, there are a few more boxes stored beneath the counter in the office area:

- 2 24 inch boxes: "old" bid documents
- 4 24 inch boxes, 4 check size: *more* time cards

RECOMMENDATIONS

The establishment and maintenance of a comprehensive record retention program *is* an absolute necessity. Constantly changing laws and regulations, *as well* as new methods of automating records, all combine to “fog the air”. No outside consultant can actually solve the problem.

We have reviewed the state record retention schedules **AND**, there are really three big problems: (1) schedules are not “all-inclusive” – some records discovered during our inventory are not even referenced; (2) terminology and indexing are **often** inconsistent; (3) you are not adhering to *many* of these guidelines!

The bottom line is that a proper retention schedule should be created *and* “customized” to include not only information that is covered by laws/regulations but, *additional* information that is actually reflected in your files. **AND**, the terminology needs to be standardized – it is **not** unusual to find a record referenced by **more than one name** – CONFUSING! *If* you adopt our upcoming recommendations, then this step would be addressed as part of the labor. Our archives supervisors can be *extremely* helpful during any conversion, as they are trained to assist in “weeding through” the gray areas. Necessary questions would be asked in order to determine the necessity of retaining certain documents and for how long, such as alternative “back-up” documents, level of reference, and so on.

Next topic, **microfilming**. Simply put, any either semi-permanent or permanent records *are* “ideal” candidates for filming! **CONGRATULATIONS** for having *already* completed some filming, as well as jacketizing – see records reflected on pages 84/159!! However, during our inventory, we discovered several *more*

proper film candidates located throughout the various storage areas:

- payroll/payroll registers/employee earnings records
- audits/financials
- minutes to meetings
- zoning/BOA case files
- legal files
- licenses/applications
- permits (building/plumbing & gas, etc.)
- DEP street files
- tax titles/takings/redemption files
- terminated employee files
- pole locations
- veterans' benefit files
- historical bound books
- *etc.*

By filming the preceding list of records, you not only preserve the *integrity* of these documents, but you would *also* “free up” the equivalent of approximately **12-14** sections of shelving at the same time – “**WOW**”!

Our suggestion is that you establish a yearly budget for microfilming to address the backlog of records, and turn the filming over to us, as no one on your staff has time to undertake such a project. Our costs for regular microfilming are \$50.82 per thousand documents, \$45.68 per thousand documents/automatic feed, and \$20.58 per duplicate roll, which should be created for security purposes and stored off-site. The filming cost *also* includes the proper destruction of documents

upon approval from the state. Any preparation work (removal of staples, paper clips, re-ordering of material, repairing tears, etc.) is billed at \$190.00 per day. This last step can be eliminated by having your own staff prep the material before we take it to our lab.

Next, proper indexing should *always* be completed when filming is done. It is absolutely imperative that targets and indexing of rolls and boxes be done as a matter of routine. A history of transactions is totally useless if it is impossible to find anything! ***When we do microfilming for our customers***, the camera operator feeds a target into the camera *every ten feet*. Thus, a "ten-point indexing system" is established. For example, the top of the box would be labeled with the roll number and the contents of the roll: "Roll #117 - Minutes to Meetings, 1991". The ten reference points would then be listed on the label applied to the side of the box as follows:

- | | |
|---------|-----------|
| 1. 1/91 | 6. 7/91 |
| 2. 2/91 | 7. 9/91 |
| 3. 4/91 | 8. 10/91 |
| 4. 5/91 | 9. 11/91 |
| 5. 6/91 | 10. 12/91 |

Now let's talk about the legality of microfilm as it pertains to the storage of hard copy records that have been filmed. You will be happy to hear that there is a statute that has been adopted by *all* 50 states, which says that microfilm is legal, *with the exception of original loan notes* and with a few big "ifs":

1. filming is done in a business like manner
2. film is indexed, cross-referenced, and labeled properly
3. appropriate facilities are provided for preserving and inspecting

filmed records

4. adequate equipment for viewing the records is available

Some of the "ifs" are rather vague, but the key point is that film must be indexed, labeled, and stored properly so that reference is fast and efficient. *If* this is the case, *then there is no need to keep both the hard copy records and the processed film of the same records!* We also want to point out that ***you are much better off destroying records when you can as opposed to holding on to them indefinitely!!*** As long as you have the records (hard copy, film, e-mail, fiche, disk, etc.), the records can be subpoenaed, and you could be subject to fines, and so on. In addition, "unnecessary" time is spent researching information that ***you shouldn't have anyway!*** All of these things can be avoided by adopting ***and*** following a formal schedule of retention.

Archival records should be stored in a central location whenever possible, and your *basement storage area* is simply "ideal" for this purpose! With a realistic micro-film program along with an honest approach to ***purging*** the archives, the amount of shelving and the number of boxes required *could be greatly reduced!!*

However, there is a series of problems with the manner in which records are currently being stored. Let us list some of the more *obvious* ones:

1. proper indexing is ***not*** done
2. there is ***no*** location index
3. destruction dates are ***not*** assigned
4. *many* boxes are too long and too heavy to allow
for easy access and reference
5. box numbers are ***not*** assigned

6. aisle space is *often* "blocked"
7. too many "***space-consumptive***" file cabinets
8. too many loose "***binders & piles***"!

Now, let us look at some "step-by-step" solutions. Number one is to have our records supervisor and staffers re-box records (as needed), and index those items which need to be retained according to guidelines. Any candidates for microfilm will be identified, and what is "left over" will simply be set aside for destruction (*with your approval, of course!*). This would include going through ***all*** of the records outlined in the inventory section!

Material to be saved should then be boxed in *standard records cartons*, which are "human-engineered". We *strongly* recommend a **15x12x10** box with lid for many reasons:

- lid type boxes make references *infinitely* easier
- boxes are much lighter *and* easier to handle, and *at the same time*, strong and durable
- ability to store both letter and legal size
- maximum space utilization
- when purchased in lots, they cost only a fraction of what you pay for those 24 inch deep boxes

A huge "**GOLD STAR**" here, as at least *some* of your records are already stored in the appropriate size box – approximately 625! All of these boxes will simply be incorporated into the *new* archives system "as is", only correcting indexing where necessary.

The next step is to establish ***and*** maintain a proper indexing system, *as well*

as procedures for adding and retrieving records to and from storage. AND, based on the size of your archives, our “**computerized indexing and retrieval system**” is definitely the answer! An alphabetical listing of records, cross-reference listing by box number, department listings, destruction schedule are only *some* of the reports included in our archival three-ring binder with a companion disk as an option. We have brought along a sample log as part of our demonstration.

We also want to mention that it is not necessary for boxes to be returned to the *same* place on the shelving from which they were removed. The archival log can actually be used as a “locator record”, allowing you to place a box being returned in the first available space, thereby saving time. *The location is simply changed in the log!*

Based on the number of people and offices involved in your archives, another important component of the system is the use of a records transfer/request form, which would accompany each box forwarded to storage. The archives staff would record the box number on this form, and then return a copy of the form to the department. This procedure would enable departments to request boxes *by number*, thereby eliminating the need to search for records by title, which is *very* confusing. People often request records by the wrong titles, and there are often *multiple* boxes with the same title, both of which result in a *lot* of wasted time searching for records! We have brought along a sample form for your review.

In any case, it is crucial that either a person or “team” of people be delegated the responsibility of maintaining the archives system – ***someone needs to “own it”!*** Anyone needing access to the storage area, *or* who needs to add material to the archives, must check with the person(s) responsible for the log book ***before*** ac-

cessing the stored records in order for a proper inventory to be maintained.

Once boxed, material should be stored on "real" archives shelving for maximum space utilization and ease of finding, 76"high x 42"wide x 15-30"deep. Your existing "homemade" *wooden* shelving is ***not*** conducive to proper archival storage (lots of wasted space!), and should simply be replaced. However, we do not believe in "change for the sake of change"; therefore, your *existing* 18 inch deep *steel* shelving will *continue* to be used to accommodate bound books.

Having said that, the amount of *new* shelving and the number of boxes required depends on how "ruthless" you are with ***purging***. Since we could not possibly know just how much - ***if anything!*** - you intend to discard, ***or*** how much material will be microfilmed, we have outlined the equipment and supplies that would be necessary if you decided to retain everything, "***as is***".

Therefore, our recommendation is the purchase of **45** sections of *standard* archives shelving. Each of these sections will be able to hold four adjustable shelves, each shelf with three boxes across/two high/two deep, for a *total* capacity of approximately **2,160** boxes. Total cost for the new equipment is \$21,825.00, delivered and installed.

Now, the really "**GOOD NEWS**" is that ***all*** of the new shelving will be installed between the "two" vaults, *still* leaving plenty of room for your existing 18 inch deep shelving to accommodate ***all*** of the bound books! Just think: ***no*** more balcony, ***no*** more hallways, and the number of storage areas will be reduced from "ten" to ***only two!!*** BUT, we want to point out that in order to accomplish this goal, all of those "cages" presently installed in these vaults need to be removed. And, this is a task that your own staff should be able to complete.

Having said all that, it's obvious that you **do** have sufficient room for a proper records storage system on-site! AND, by adopting our preceding recommendations, **all** of the present "clutter" will be eliminated, unnecessary *space-consuming* file cabinets "cleaned out", sufficient *growth* created so that departments will *also* be able to eliminate "clutter" of boxes in their offices, **AND** a *much* more efficient floor plan will be established, thereby making your records in all areas *much* more accessible, manageable, **and** secure!!

Here's some *more* "**good news**" - both the shelving *and* the number of stored boxes could be **greatly** reduced **IF** our recommendations regarding the microfilming of records previously listed, *as well as* the destruction of old records that have already *surpassed* the retention guidelines, are adopted! For example: paid invoices, *back to 1980's*; correspondence, *back to 1930's*; budgets, *back to 1980's*; "old" bids/proposals/studies/projects, *back to 1970's*; treasurer payments, *back to 1990's*; job applications, *back to 2011*; grant files, *back to 1990's*; warrants, *back to 1970's*; bank statements/recons, *back to 1940's*; ucc's, *back to 1990's*; purchase orders, *back to 1980's*; journal entries, *back to 1990's*; bond records, *back to 1960's*; cancelled checks, *back to 1990's*, just to name a few! Between filming and destruction, at least the equivalent of 1,000 standard size boxes of records are involved - WOW!! A more precise count would be determined by our archives staff.

Labor to convert the records will require an estimated 95 days with our archives supervisor billed at \$560.00 per day (37 days)/archives staffers at \$445.00 per day (58 days), *all* plus expenses.

Such labor will include creating *new* boxes, indexing, incorporating about 625 *existing* standard size boxes into the new system, reorganizing all boxes/books, etc.

onto new *and* existing shelving, and reviewing all boxes/cabinets, etc. for microfilm and destruction candidates. The computerized indexing system will *also* be created, a locator record will be included for each box, and any costs for disposal, etc., will be on a "pay as you go" basis.

You will also need to purchase several supply items: (1) 1,428 15x12x10 boxes at \$3.85 each; (2) 800 box labels at \$42.35 per C (*allows you to easily reuse boxes!*); (3) 8 ½ x11 transfer/request forms "kit" at \$55.30; (4) security tape (optional), \$65.00; (6) computerized indexing system/log, \$1,525.00.

All staffers should be instructed on the proper packing and indexing of a box, and prior to a box being placed in storage, a log entry must be made. While on the topic of proper packing, we *also* want to point out that only the *same* categories of records should be stored together in the same box (***no more "hodgepodge"!***). Each record category "should have" its own specific retention period, and unless the period is the same, the various records should ***not*** be stored together in the same box!

Before the conversion is complete, our supervisor will conduct a meeting for your employees in order for you to be able to maintain and perpetuate the system. Once the system is "up and running", our supervisor should then be scheduled once every six months - a year to "**audit**" the system and keep you "on track".

Lastly, we want to comment on all of those maps/plans. To assist with the "challenge" of managing such files, we have created a filing system and database *specifically* to address maps and plans, which we will demonstrate for you! And, due to *all* of the variables involved in such a project, labor is always quoted on a "per diem" basis.

In closing, we just want you to know that a *combination* of in-house and **KIS off-site storage** is also an alternative! Therefore, we have included the list of all costs involved with *our* Records Center at the end of this report. By entrusting your records to us, you not only address the space issue *but*, our staff will be available to assist with storage issues such as purging and destruction, *as well as* microfilming, and so on - **we provide much more than just space!**

RECORDS CENTER

A. Hard Copy or Film Storage	\$ 9.15 per cubic ft./yr.
B. Receiving & Shelving	\$ 3.90 per cubic ft.
C. Retrievals	\$ 11.75 each
D. Bulk Retrievals	\$ 68.75 per hour
E. Customer Requested Callbacks	\$ 5.80 per call
F. Photocopies	\$ 1.40 each
G. Destruction	\$ 5.95 per cubic ft.
H. Handling	\$ 5.25 envelope/postage
I. Pick-Up & Delivery	\$129.00 per hour/man & van
J. Extra Labor	\$ 90.00 per hour
K. Box Retrieval	\$ 12.15 each
L. Fireproof Storage	\$100.00 per cubic ft./yr.

NOTE: New minimum charges as of 7/1/18 will be \$11.00 per month.
All yearly minimum bills will be \$132.00.

SUMMARY

Our report contains *all* of the necessary ingredients that you will need for a successful Records Management program with regard to both your active and archival records. The implementation of these recommendations will allow you to *reduce* overhead, *increase* efficiency, *expedite* service, and *minimize* the risk of legal exposure.

We hope that your future purchases of filing and storage equipment, filing supplies, and all other record-keeping materials would be more coordinated and standardized. By so doing, you can avoid small mistakes that lead to trouble, minimize your costs, and obtain quantity discounts, *as well* as many other benefits.

We *also* hope that the completeness, the professionalism, and the expertise reflected in this report will convince you to simply set your priorities, and turn the implementation work over to our excellent staff. We are confident that you will find them to be *extremely* efficient, unobtrusive, and very knowledgeable and helpful! We look forward to getting started!!

NOTE: After 30 days, any price changes that have taken place will become effective. All prices quoted are "plus shipping".